

EUROPEAN NEWS

Brittan to probe Rover valuation in EC inquiry

By Lucy Kellaway in Brussels

SIR Leon Brittan, European Commissioner in charge of competition said yesterday that he would be looking into the alleged undervaluation of Rover as a part of the Commission's inquiries into the sweeteners granted by the UK Government to Rover last year.

In his first public statement on Rover since the disclosure last week that hidden financial sweeteners of £38m had been provided by the UK government to British Aerospace, Sir Leon referred to his task as "disagreeable" but said "obviously it's my duty to do it, and I will do it fairly, just as I would if any other country were involved."

He made it clear that the Commission was attaching great importance to the matter, but declined to speculate on the outcome of the enquiry.

"This is something that is being taken seriously by the Commission, looked at thoroughly and carefully, and that no advance decisions of any kind have been made or will be made until all that has gone through - and that will take time."

Sir Leon said that the Commission would look at all aspects of the deal relevant to the amount of aid granted, but declined to say which parts Brussels would focus on, until he had seen the relevant information.

"We're going to look at the whole of the deal, in so far as it was the basis of discussion with the Commission when the matter was being negotiated," he said.

Correction Brussels and BAE

The European Commission is hoping to reach a decision by the end of the year over whether to ask British Aerospace to repay part or all of the £38m of secret financial concessions granted in the Rover takeover deal, not the full £547m subsidy originally approved by the Commission, as was incorrectly stated in yesterday's Financial Times.

OPPOSITION GAINS CONCESSIONS IN ONE OF CZECHOSLOVAKIA'S TWO REPUBLICS Non-Communists dominate Czech cabinet

By Leslie Collett in Prague

NON-COMMUNISTS gained a majority of cabinet posts in the newly-formed government of the Czech republic (Bohemia and Moravia) for the first time in Czechoslovakia since the Communist takeover in 1948.

The new government announced yesterday was a milestone for the opposition little more than two weeks after a student demonstration on November 17 rocked the foundations of the Communist leadership.

The non-Communists gained nine seats in the 17-member cabinet of Mr Frantisek Pitra, the Prime Minister, although the key post of Internal Affairs was retained by the Communist party. The Socialist and People's parties were given a deputy prime minister's post and one other post, while five non-party members were also appointed.

The concessions made to the opposition by Mr Pitra in the Czech republic were far greater than his federal counterpart, Mr Ladislav Adamec, was willing to make. Mr Adamec's Communist-dominated Government formed last Sunday was flatly rejected by the opposition Civic Forum, which has threatened a general strike next Monday if the opposition is not given greater representation.

Mr Bohumil Kuchera, chairman of the increasingly independent Socialist party, said Mr Pitra's Government reflected the "reality" of the Czech republic which was in the vanguard of the political upheaval sweeping the country. He indicated that Mr Adamec was likely to give extra cabinet posts in the federal



A young Czech soldier in Prague joins the ranks of those demanding reform

Government to non-party members from Slovakia.

Mr Kuchera also told the FT that the political future of Mr Gustav Husak, the controversial Czechoslovak President and former party leader, would be decided today or tomorrow.

His resignation has been demanded repeatedly by the opposition. All parties are to meet on the question and Mr Kuchera said they were likely to reach a consensus - that President Husak had to resign - in order to maintain "calm in the country."

President Husak, who assumed control of the Communist party from Mr Alex-

ander Dubcek after the Soviet-led invasion in 1968, is extremely unpopular among his fellow citizens.

Before a decision can be taken on removing Mr Husak, however, agreement must be reached on his successor who has to take office within 14 days under the constitution.

Mr Kuchera indicated that Mr Dubcek was a leading candidate to succeed Mr Husak in what would be one of the great ironies of post-war European history.

Much depended on whether Mr Dubcek wanted the post and of the attitude toward him of the new Communist leader,

Mr Karel Urbánek. Communist delegates dominate the Federal Assembly (parliament) which elects the President. For its part the Socialist Party will decide its definitive stance on Mr Dubcek at a meeting of its governing central committee.

Mr Kuchera said a complicating factor was that a Slovak, Mr Husak, had held the post of President for 15 years and that Mr Dubcek was also a Slovak. This, however, did not appear to be an insurmountable barrier as the normal practice in Czechoslovakia was that when a Slovak was President a Czech was Prime Minister.

Adamec and Havel hold discussions

By John Lloyd in Prague

MR LADISLAV Adamec, the Prime Minister, yesterday held talks with Mr Vaclav Havel, leader of Civic Forum, on the composition of the new government, announced at the weekend, which has attracted protests from Civic Forum because of its continuing domination by Communists. The talks are to continue today.

However, there are strong indications that the Communist Party rank and file is also unhappy with the shape of the new government. The Prague city party committee met yesterday and said it rejected the membership of the government.

Mr Zdenek Caha, a member of the council, said: "We will try to change the leadership. Our members have stopped believing them."

Members of the programme committee and the strike committee at Czechoslovak Television have tabled a series of demands to the service's new director, Mr Miroslav Favel, and warned that they will strike from noon on Friday if they are not met.

The demands are for objectivity; for the abolition of the Communist Party organisation in television; for the abolition of the militia force in television; for extra time given to the students and Civic Forum; and for the editor of TV News to be a non-party person.

EC to seek voluntary restraint agreement on Japanese car sales

By Guy de Jonquieres in London and Lucy Kellaway in Brussels

THE European Commission is expected today to renew its efforts to draft policy proposals for dealing with sales of Japanese cars in the Community after 1992.

The issue, one of the politically most controversial aspects of the EC's single market programme, has already been discussed several times by the 17-member Commission.

However, continuing disagreements between EC governments and the Commission's own members have meant that little progress has been achieved to date.

The EC needs to resolve the matter before 1992 because imports of Japanese cars into five member countries, Britain, France, Italy, Portugal and Spain, are at present subject to national restrictions. These curbs are incompatible with a unified internal market.

Initially, Mr Martin Bangemann, the industry commissioner, suggested that the national restrictions should be lifted and the EC car market opened immediately to unfettered competition from Japan.

However, under pressure from several European governments and motor manufacturers, he appears since to have accepted that the EC should seek to negotiate with Japan a voluntary restraint arrangement which would limit overall Japanese car sales to the Community during a transition period of several years.

It would seek to ensure a moderate rate of Japanese sales growth in countries with

markets currently protected by national restrictions. The arrangement is envisaged in a position paper submitted to the Commission by Mr Bangemann in collaboration with Mr Frans Andriessen, the external affairs commissioner, and Sir Leon Brittan, the competition commissioner.

However, the paper leaves open vital questions, including the length of the proposed transition period, the ceiling to be imposed on the volume of Japanese car sales and the rates of growth the Japanese would be allowed to achieve.

The debate is further complicated by disagreements between EC governments over how to treat cars assembled in the Community by Japanese manufacturers. Nissan is already making cars in Britain, and Honda and Toyota also plan to build assembly plants.

France and Italy want vehicles made in these plants to be counted as Japanese imports unless they meet specified levels of local content. The Commission has so far ruled out applying any EC local content requirement, on the grounds that it would violate international trade rules.

Officials in Brussels were cautious yesterday about the prospects for rapid decisions. If the Commission is able to agree a statement on its position today, it is expected to be general in tone and to contain few, if any, detailed proposals.

Britain set to oppose conference on monetary union

BRITAIN will argue strongly against the holding of a treaty-revising conference on Economic and Monetary Union, when European Community leaders hold their summit at the end of this week in Strasbourg.

But if an inter-Governmental Conference (IGC) is held, (as the French Government wishes), the British Government will certainly take part.

These points were made yesterday by Mr Douglas Hurd, British foreign secretary, after talks in Paris with Mr Roland Dumas, the French foreign

minister. French President Francois Mitterrand, as chairman of the Strasbourg summit, is expected to call on his colleagues to set a date for an IGC during the second half of next year, with the explicit commitment to move ultimately all the way to Economic and Monetary Union.

"We are strongly in favour of stage one of the Delors Plan for Economic and Monetary Union," said Mr Hurd yesterday. "But stages two and three cannot automatically follow on from stage one; and since stage one only starts on July 1 next

year, we think it is not sensible to start an inter-Governmental Conference as early as has been proposed."

In the scheme set out in the Delors Plan, stage one is a period of closer inter-governmental co-operation. In stages two and three, the EC would move to stricter monetary integration, with fixed parities and eventually a single currency.

"Stage one is already quite a big exercise," said Mr Hurd. "But if an IGC is called, we shall be among those present."

"The argument is not between those who want to

remain immobile and those who want to move forward, but between a more liberal route and what we see as a more centralised, bureaucratic route."

Mr Hurd indicated that the main stress of the British Government's position at the Strasbourg summit would be on the completion of the single market, scheduled to be fully liberalised by 1992. He said he had given Mr Dumas a list of 10 aspects of the single market, on which the British Government would be pressing for urgent progress.

"We are in the middle of a big programme of integration," said Mr Hurd. "The first thing is to complete that."

Mr Hurd took a cautious view of the question of German re-unification.

"The crucial step is free political institutions in East Germany. Then you would have two German states side by side, with co-operation between them."

"After that we could consider other steps; but how and when needs to be worked out with good care."



Hurd: favours stage one

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WORLD TRADE NEWS

Italy and Iraq seek to end dispute over naval ships

By John Wyles in Rome

THE Italian and Iraqi governments will seek today to end four extremely difficult years for their commercial relations which began with an Italian embargo on the delivery of 11 naval ships and culminated in the recent scandal over the supply of \$3bn of unauthorised credits from the Atlantic branch of the Banca Nazionale del Lavoro.

Italian officials believe the ships problem can be settled today after months of negotiations during which Rome has acceded to virtually every Iraqi demand, from credit terms to additional supplies of military equipment.

Baghdad had paid half of the

\$2.7bn cost of the ships contract when Italy decided in 1986 to halt deliveries as part of a tighter embargo on arms sales to both sides in the Iran-Iraq war. By that time only a naval support vessel and a floating dock had been delivered by Finantieri, the state shipbuilder, and all of the remaining vessels have been kept in Italy.

In retaliation, Iraq has suspended all payments since 1986, thought to be in the region of \$2.6bn, on other contracts previously signed with Italian companies.

The Italian cabinet has recently endorsed an outline agreement in which repay-

ments on the ships contract will be spread over 10 years with an initial four year grace period when interest payments will be fixed at 10 per cent. Interest due since the embargo will be forgiven, a special \$150m credit will be given with the appropriate technology for Iraq to construct a naval command and control system, and Italy will make a free gift of the Saetta, a prototype for a series of fast attack vessels.

Rome has also agreed in principle that Agusta, the state-owned helicopter manufacturer, can go ahead with \$250m contracts, first signed in 1983 and 1986, for the supply of 10 naval helicopters.

EC acts to tie up Lomé deal

THE European Community is offering 66 developing countries of the African, Caribbean and Pacific (ACP) group an extra Ecu100m (\$73m) to try to remove the last obstacle to a new development aid accord, EC officials said yesterday, *Reuter* reports from Brussels.

Mr Roland Dumas, the French Foreign Minister, made the offer to the ACP on Monday.

The new funds bring the total package for the first five years of a new 10-year Lomé convention to Ecu10.9bn of aid plus Ecu1.2bn in cheap loans.

Officials said ACP states reacted favourably to the new offer but had not yet formally accepted it. The ACP last week accepted EC proposals for trade concessions, commodities compensation and other aspects of the pact.

France is understood to have put up half the extra cash, Italy, West Germany and Belgium contributed the rest.

The new offer still falls short of the Ecu15.5bn the ACP originally asked for, to cover inflation, rising populations and a new fund for economic reform.

The ACP says it fears the EC will neglect it in favour of supporting changes in the East Bloc. The EC has pledged Ecu300m to Poland and Hungary for 1990 alone.

US ready for new era of trade liberalisation

By William Dullforce in Geneva

THE US said yesterday it was prepared for a new era of reciprocal trade liberalisation and would accept clear and enforceable trade rules covering all economic activity.

Mr Rufus Yerxa, the Deputy US Trade Representative, through his statement to the annual meeting of the General Agreement on Tariffs and Trade, put the US along side the European Community, Japan and other key trading nations which have renewed their commitment in the past two days to making a success of Gatt's trade-liberalising Uruguay Round. But, he warned that Gatt had not yet met US expectations.

Gatt rules were inadequate. Tariffs were still unacceptably high in many countries; non-tariff barriers to trade abounded throughout the globe; and large areas of trade, such as agriculture and services, were covered inadequately or not at all.

As long as the rules were inadequate, countries would resort to their own methods for defending what they perceived as basic national interests.

However, the formal declarations of intent have hardly disguised the friction that persists as the Round enters its conclusive year. Mr Yerxa reacted strongly to the many complaints about "unilateralist"

US action to impose its will in trade matters.

In a scarcely veiled reference to India, he said it was "a little dangerous" for countries with high tariffs and non-tariff barriers to indict the world's largest importer whose average effective tariffs were below 5 per cent.

Not should a participant with a highly protectionist, unilateralist agricultural policy (the EC) be so anxious to condemn the policy of a country that was willing to accept sweeping reforms in agriculture.

Mr Rubens Ricuperio, the Brazilian who will chair the Gatt council next year, warned

that indebted developing countries could not be expected to grant trade concessions that were not matched in the finance area. Brazil's ability to participate in the multilateral system would be impaired without credit and a solution to the debt problem.

• Austria may ask for a ruling against West Germany under Gatt rules, if Bonn carries out its decision to ban 212,000 Austrian jerseys from using its trade mark from January 1. Bonn plans to retaliate against a restriction banning jerseys producing more than 80 decibels of noise from using the main Austrian transit routes between 10 pm and 5 am.

Turks win Kuwaiti power contract

TURKISH contractors have reached agreement on two contracts valued at a total of around \$57m - civil engineering works for the massive Subiya thermal power station scheme in Kuwait, and a hydrocracker for a domestic refinery near Izmir, Jim Bodger reports from Ankara.

The first deal, between Turkey's BMB-United Engineering and the Kuwaiti Ministry of

Electricity and Water for the 2,400Mw Subiya scheme, is worth \$35m.

The deal includes exports valued at around \$150m from Turkey of cement, steel, food and scaffolding. About 2,500 Turkish workers will be employed at any one time during construction.

The hydrocracker contract, valued at an estimated \$220m, has been awarded to a venture

of Italy's Snamprogetti with Turkey's Tekfen, pending the arrangement of financing.

The turkey contract for the Turkish Petroleum Refineries Corporation (Tupras) will be mainly financed by loans. Some 85 per cent of the project cost will come from the Italian state-supported Mediocredito Centrale and a commercial syndication arranged by American Express bank.

Fujitsu defends heavy discount on computers

By Robert Thomson in Tokyo

FUJITSU, the Japanese computer maker, has defended a hefty discount given on two supercomputers leased to the Japan Atomic Energy Research Institute, despite US criticism of supercomputer discounts that it says restrict competition in the Japanese market.

Fujitsu said the discount, which the company reckoned at around 27 per cent, was reasonable as a means of ensuring that the company won the contract.

The company admits to offering a base rate for the contract

about 30 per cent below the scheduled fee for a three-year lease, and then giving the 27 per cent discount on top of that revised base rate.

However, the company said the contract for the supercomputers was for more than three years and so a lower base rate is justifiable. He would not specify the length of the contract, but said that it is "more than four years".

Supercomputers, along with satellites and lumber products, have been listed by the US as products liable for action

under the punitive Super 301 section of the US Omnibus Trade Act unless Japan's markets are liberalised.

The US has often complained about the generous discounts of up to 80 per cent offered on supercomputer contracts to Japanese academic institutions and concerned inadequate academic budgets for encouraging anti-competitive bidding by Japanese companies.

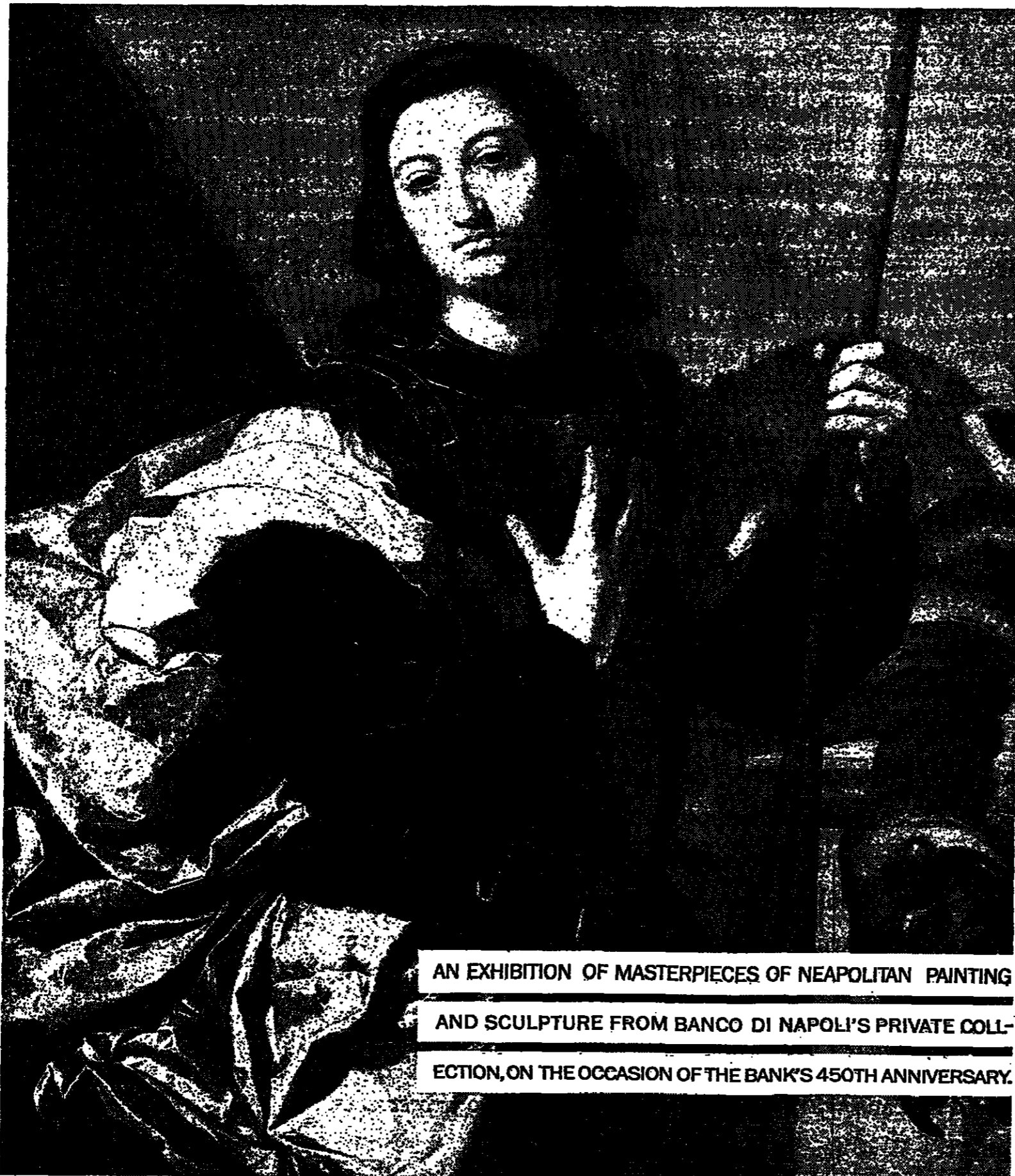
A Japanese trade official indicated yesterday that the Fujitsu contract with the institute, an affiliate of the State

Science and Technology Agency, was within a reasonable range.

The supercomputers will apparently be used in work related to nuclear fusion and analysis of reactor safety.

Fujitsu said clients are disgruntled if they do not receive a reasonable discount on supercomputer contracts, and that a discount was necessary in bidding for the institute's contract even though other supercomputer makers had not competed because they could not meet the specifications.

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US window dressing cheers Caribbean garment producers

Canute James looks at revisions to proposals on textile quotas

CARIBBEAN garment manufacturers, whose hopes of significantly increasing exports to the US were recently set back by legislators in Washington, have been encouraged anew by different signals from the Administration.

The region, which last year accounted for 10.5 per cent of US garment imports - bringing the hard-pressed economies earnings of \$1.4bn - were hoping that proposals for duty reductions on their shipments would have been accepted, giving them a more competitive edge in the US.

The proposals were thrown out by legislators who feared damage to domestic industry and the use of the Caribbean by producers in the Far East to get around quotas imposed by the US.

The Caribbean producers have taken comfort from the plan of Mr Ronald Sorini, chief US textile negotiator, who says he will try to reduce import quotas for textile and apparel from Taiwan and South Korea and increase those for Caribbean countries.

This promise by Mr Sorini - who is soon to start negotiations with Taiwan, Korea and Japan on quotas to replace those which expire at the end of this year - followed an undertaking by the White House to try to get legislators to reconsider preferential treatment for Caribbean garments.

According to Mr Roman Popadiuk, a White House spokesman, President Bush has written legislators asking them to reconsider the proposals for reduced rates of duty on Caribbean garments.

Caribbean governments and garment producers have been arguing the case for preferential treatment, which has been denied them as a result of a six-year-old trade treaty between the US and 22 countries in the region.

Despite the concerns of the domestic US industry, several Congressmen proposed the reduced duties. The proposals were thrown out by their colleagues.

"The fact that these proposals were not accepted has been surprising and disappointing to the industry across the region," said Mr Peter King, vice president for international operations of Jampco, Jamaica's investment promotion agency.

According to one Haitian exporter: "The sudden reversal of the proposed legislation in terms of garments has come as a sudden shock to the industry."

The Caribbean countries have made quick use of a special programme to re-export garments which have been assembled from fabric made and cut in the US.

In bilateral treaties with Washington, the countries are given "guaranteed access levels" for specified quantities of garments under the programme, with duty paid in the US only on the value added in assembly.

Caribbean producers are also allowed to ship agreed quantities produced from fabric sourced from other countries. It is the removal of proposals for preferential treatment of these two categories which has concerned the region's producers and government officials.

"We are particularly disappointed at the striking out of

proposals for duty free access for what we ship under the guaranteed access levels," Mr King said. "It is also short-sighted to do away with proposals for a 50 per cent reduction in duty paid on imports which are produced from other fabric."

The Caribbean garment industry has always argued that the agreements which governed their access to the US market were valuable not only to the region, but beneficial to the US garment industry.

US companies, for which the garments were assembled, gained from lower production costs, they said, while producers of fabric had a ready market. Expanding the opportunities in the US for Caribbean garments would be mutually beneficial, they claim.

Some have pointed to a report by the US International Trade Commission which concluded that growth in the Caribbean garment industry, based on the assembly of garments cut from US made fabric, had created 70,000 jobs in the US.

"In addition to the jobs in the US which our industry guarantees," Mr King said, "the Caribbean states retain 20 per cent of the value added. So for every \$100 exported, only \$20 remains in the Caribbean and \$80 goes to the US industry."

US concerns over the growth of imports from the Caribbean, and what is perceived as a likely flood of cheaper imports, have been compounded by new investments from companies based in the Far East. These investors have found the region a better location to reach the US market.

Companies from Hong Kong

Caribbean garment exporters are expecting shipments to the US during this year to bring the region earnings of \$1.7bn. This would amount to four and a half times those of five years ago. The leading supplier last year was the Dominican Republic, which shipped a value of \$566m, followed by Costa Rica with \$260m, Jamaica with \$220m and Haiti with \$170m.

and South Korea have invested just under \$6m in several Caribbean states, attracted by lower production costs and lower freight rates to the market. The investments have also been driven by US quotas on imports from the Far East.

The Caribbean countries face a dilemma over the investments. They are keen on having the plants. The factories provide much needed jobs - mainly for women, among whom unemployment is more than 50 per cent. The exports also contribute to the parlous balance of payments of many Caribbean states.

But the US garment industry has attacked the presence of the Far East companies, suggesting that the investors are using the special access programmes as a back door to beat the restrictions.

Caribbean trade officials have rejected these arguments, pointing to the relatively small foothold which the region's industry has on the US market. They stress that 90 per cent of what they ship there passes under the programme based on fabric made and cut in the US.

Chile puts central bank beyond political control

By Robert Graham, Latin America Editor, in Santiago

The Chilean military junta has named a new board for the country's central bank and given it statutes that allow the bank full autonomy.

The new statute will take effect from Monday, only three days before Chile's first democratic presidential and parliamentary elections since 1970.

Chile is the first developing country to establish an independent central bank. Its creation, approved in August, is the last radical economic reform of the Pinochet regime and locks future governments into following the latter's market-oriented economy.

The new five-man executive board was to have been composed of ex-governors of the bank, but this was dropped in favour of greater consultation to the opposition.

In what is seen as a big concession by the outgoing regime, two opposition members have been nominated — Mr Robert Zähler, a Christian Democratic Party economist who works for the UN Economic Commission for Latin America (ECLA), and Mr Juan Eduardo Herrera, an economist for the social democratic party PPD. These two parties represent the largest elements in the 17-party alliance backing the presidential candidacy of Mr Patricio Aylwin.

Their acceptance and designation so close to the elections suggests the government has recognised that the Christian Democratic Mr Aylwin is the

likely winner. Even so, the other board members reflect closely the outgoing government's free market philosophy and the present board, like the statutes, can only be altered via a two-thirds majority in the new parliament.

The same is set for potential conflict with the next government since the bank will control money supply, use of reserves, as well as policy on exchange rates and Chile's \$16.4bn foreign debt.

The \$60m worth of debt conversion deals done since 1985 have been conducted via the bank. The statutes permit the finance minister to attend meetings and have a 15-day veto on any policy.

The new president of the bank will be Mr Andrés Bianchi, now executive secretary of ECLA. The remaining directors will be Mr Alfonso Serrano, now the bank's vice-president, and Brigadier Enrique Seguel, Finance Minister, for whom a replacement will have to be found under the new administration.

Board members will hold office on a rolling basis to ensure continuity in government and against a future government altering its nature with its own nominees at one blow.

Mr Serrano has a 10-year term. The bank will have a 500bn peso (\$1.7bn) capital. Last week some of its outstanding debt to the Treasury was cleared by the transference of almost \$1.2bn from the copper price stabilisation fund.

Banks agree Mexican debt package

By Stephen Fidler

COMMERCIAL banks representing 80 per cent of Mexico's \$48bn in medium and long-term bank debt have made commitments to a landmark debt package for the country.

A statement yesterday from the debt negotiators of Mexico and the banks — Mr Angel Garcia and Mr William Rhodes of Citicorp — said they had received replies from 345 of the 400 or so bank lenders to the country.

A statement yesterday from the debt negotiators of Mexico and the banks — Mr Angel Garcia and Mr William Rhodes of Citicorp — said they had received replies from 345 of the 400 or so bank lenders to the country.

Banks representing some 8 to 10 per cent of existing exposure have agreed to commit new loans to the package, while the rest, in about equal proportion, have decided to swap their exposure for principal-reduction bonds and for fixed-rate 8 1/2 per cent US dollars which will reduce the country's interest payments.

The new loan element falls short of the target of up to 20 per cent of commitments Mexico had hoped for, but it is not clear whether failure to meet this target will be critical.

It had been thought that, if new loans were to fall short, official enhancements for the other two options might not be sufficient to go round. However, more banks than expected have chosen the principal-reduction bonds.

Warm western breeze for Europe

Peter Riddell examines President Bush's transatlantic view

PRESIDENT George Bush's strong endorsement of European integration, in his speech to NATO leaders in Brussels on Monday, was the culmination of a gradual shift in US policy this year.

Transatlantic relations used to be uncertain and wary at times during the Carter and Reagan presidencies, but Mr Bush is determined to establish closer and firmer links. The signs so far are that he is succeeding — in terms of mood, if not substance.

Even so, there have been misconceptions about what this means in practice, both in relation to the form of European integration and to future US relations with Europe.

Mr Bush is genuinely interested in European issues. The latest visit is his third to Europe within six months, and characteristically he has been in frequent contact with a wide range of European leaders. He talks to Chancellor Helmut Kohl of West Germany by phone roughly once a week.

Moreover, much to the pleasure of the European Commission, Mr Bush has seen Mr Jacques Delors for bilateral meetings on both his visits to Brussels.

Also, there has been a change of policy to match the shift of style towards close consultation. First, after early doubts, the Bush administration has decided to take a positive view of the creation of a single European market, to appear in 1992.

Second, as the pace of change in eastern Europe has accelerated, Mr Bush has increasingly seen the political value of an integrated European Community as a source of stability in the continent.

Hence his call in Brussels "both for a continued, intensified effort of the 12 to integrate, and a role for the EC as a magnet that draws the forces of reform forward in eastern Europe." Last July, at the seven-country annual economic summit, the US agreed to the European Commission taking a role in chairing the effort by the Group of 24 to help Poland and Hungary, about which Mr Bush says he was "exceptionally pleased".

There is uncertainty in Europe about what this means. One State Department official closely involved talked of integration having a security dimension: "Europe is more than just trade." The US is concerned with the political direction of Europe rather than the form of integration. Mr Bush has taken no position on, say, European monetary union and the social charter.

So it is wrong to see Mr Bush siding with one group or other in the debate before the EC's Strasbourg summit this month. His view is that the form of European integration is for the Europeans to decide.

Where the US differs from Mrs Margaret Thatcher is over the tone of the current British approach — the apparent lack of enthusiasm for, or rather the questioning attitude to, integration. Mr Bush and his advisers would like Britain to take a more positive view, and hence have more influence over the details.

Mrs Thatcher appeared taken aback on Monday by Mr Bush's plan for the future of Europe, and, in particular, by the reference to integration. But talk of British isolation should not be exaggerated, as Mr Bush made clear on the telephone yesterday to Mrs Thatcher.

The other misconception is that the US is somehow retreating from Europe. While there are neo-isolationists among conservative Republicans, the administration remains firmly committed to a continuing US role in Europe. This will involve not only maintaining "significant military forces" but also what Mr Bush has called "a close US partnership with the EC".

He referred on Monday to looking for ways "to improve our ties so a new Atlanticism will pull in harness with a new

Interest 30% a month in Argentina

By Gary Mead in Buenos Aires

THE FEVER of Argentina's fragile economy has intensified with interest rates hitting a highly positive monthly 30 per cent this week. The rise threatens to divert President Carlos Menem's attempts to keep inflation below a monthly double-digit figure.

The jump in interest rates is a direct result of the Central Bank's decision to increase reserve requirements and induce highly positive interest rates, in order also to maintain the fixed official exchange rate of 650 australs to the dollar. However, the demand for US currency continued on the black market, with the rate about \$50-\$1.

Interest rates of 30 per cent a month are now more than twice the worst predictions for inflation in December. November's rate is expected to be 6 per cent, but in the last two weeks prices of many basic food items have risen by 20 to 40 per cent.

There is a growing belief that undertakings by Mr Nestor Kapanell, Economy Minister, will have to be broken if indicators are not to deteriorate rapidly. He has stated that he will make no official devaluation before March and that public sector tariffs will not be increased before then.

Venezuelan ruling party upset in local polls

By Joe Mann in Caracas

THE RULING party in Venezuela, Democratic Action (AD), has taken a heavy beating in state and local elections, losing at least eight out of the 20 state governorships to opposition parties.

The elections, held on Sunday, when Venezuelans for the first time could choose regional candidates by name rather than by party, were also marked by the highest rate of abstention in the 30 years since the South American country saw the back of the "big white" vote. Some 60 per cent of the 2.3m electors did not vote.

Opposition political parties won the governorships of three heavily-populated states — Miranda (including a large part of the Caracas metropolitan area), Zulia and Aragua. A tiny ruling party, Convención, took the governorship in the key state of Bolívar, centre of Venezuela's heavy industry. The new governor immediately announced that he would investigate alleged corruption by his AD predecessor.

The results of the gubernatorial race in another key industrial state, Carabobo, where troops were used to quell fighting among two opposing political groups, remained unclear.

Official figures for most of the 209 mayoral and city council contests have not yet been released.

In Caracas, AD saved some face when its candidate won the mayorality. But its image was dented, albeit in victory, when its candidate for the governorship of Guárico state, Mr Modesto Fariñas, won while in jail awaiting trial on charges of corruption as a minister in the previous federal administration.

Results announced so far proved far worse than AD leaders had expected. The party, which has dominated Venezuelan politics for most of the country's democratic history, has been used to occupying 10 of the 20 governorships since the last AD president took office in 1984. President Carlos Andrés Pérez, who previously appointed all state governors ex officio, will now have to work with opposition governors from four different parties in some of the country's most important states.

The party's poor showing at the polls was partially due to negative reaction to a harsh economic adjustment programme implemented this year by Mr Pérez. The programme has caused high inflation and unemployment. Besides, many voters were put off by charges of widespread corruption under the AD government of President Jaime Lusinchi, who completed a five-year term in February.

New contra deadline offered

PRESIDENT Daniel Ortega of Nicaragua yesterday proposed extending until December 31 the deadline for US-backed contra rebels to demobilise, agencies report from Nicaragua.

He said he would present the offer at a three-day summit of Central American presidents, from Sunday in Costa Rica.

It seemed unlikely a new deadline would help to disband the rebels, most of whom are in Honduran jungle camps near the Nicaraguan border. There are also an estimated 6,000 left in Nicaragua.

Speaking before thousands of people in Managua on Monday night, the president called for "a new popular insurrection" to defeat the contras.

The occasion was the official start of campaigning for elections in February.

Mr Ortega is running for reelection for the governing Sandinista Front. His main challenger is the newspaper proprietor Mrs Violeta Barrios de Chamorro, supported by the US and nominated by a 14-party opposition alliance.

Contra leaders have said they will not decommission their forces until after the elections or until they feel it is safe for them to disarm and return to Nicaragua through a general and unconditional amnesty.

For the past month, Sandinista forces have been massing along the north-south central Nicaragua corridor, where the contras operate, but no offensive has materialised.

Honduras protested recently at the UN, saying it was alarmed at the number of Sandinista troops and heavy weapons being massed near the border.

Nasa sets shuttle launch date

The US National Aeronautics and Space Administration (Nasa) announced yesterday it hoped to launch space shuttle Columbia on December 18 but said failure to get the launch pad ready on time could cause a day or two's delay. Reuters reports from Cape Canaveral.

"We've got a good shot at making December 18 if the pad goes smoothly," said Mr Ed Campion of Nasa.

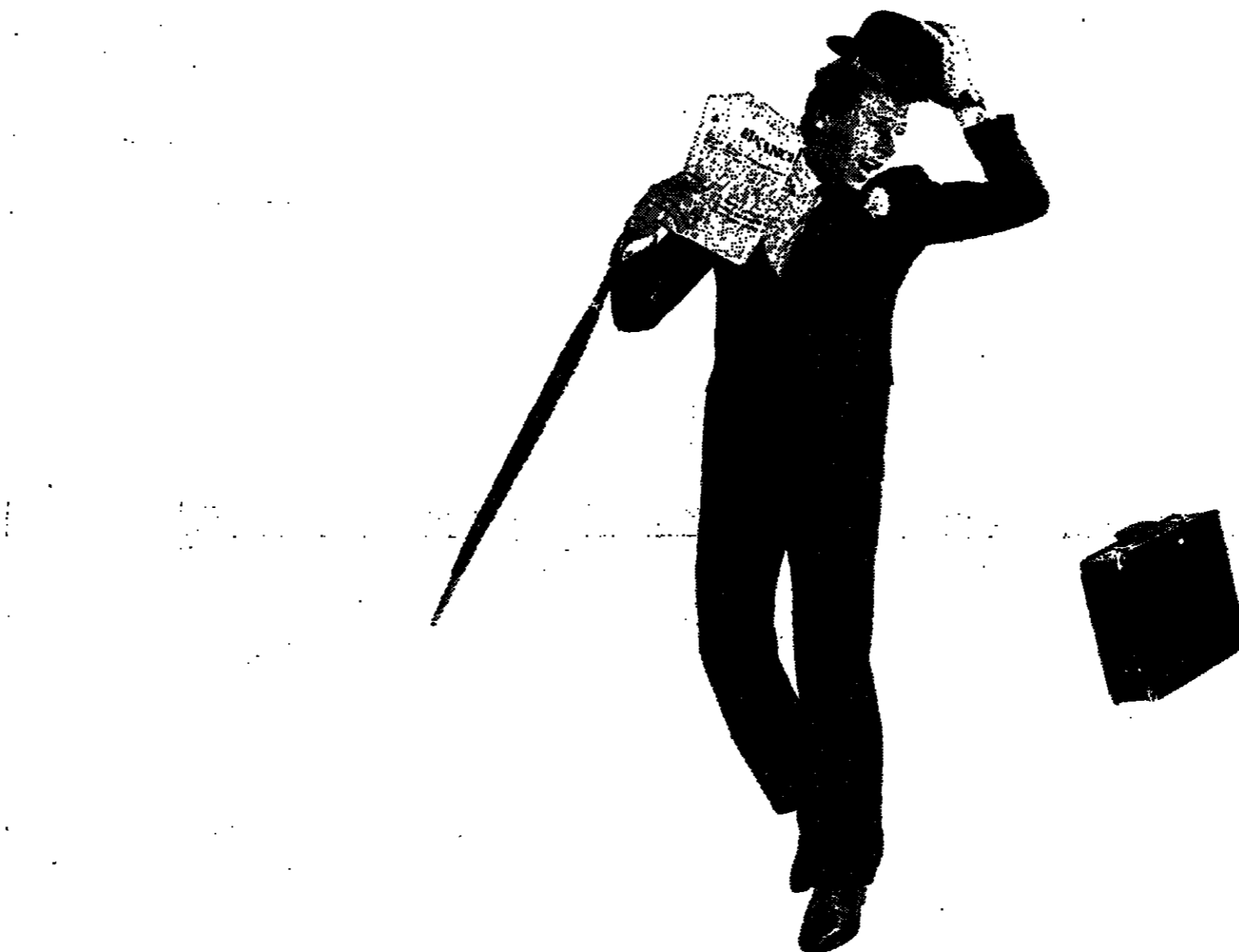
December 18 has been the target date for some time, but it only became official at the conclusion of a two-day flight-readiness review by shuttle managers.

The biggest potential problem is getting launch pad 39A ready for its first lift-off in nearly four years. The pad underwent a \$60m overhaul to improve safety, fueling and other systems, and several minor problems have cropped up since Columbia was moved to the pedestal last week.

All seven launches since shuttle flights resumed 15 months ago have been from pad 39B. The programme was grounded for 25 months after the 1986 Challenger explosion.

"Due to work on these facilities, there is a higher than normal probability of developing problems that might result in a short delay to the launch date," a Nasa statement said.

Mr Campion said if additional problems cropped up at the pad, he expected the delay would be minimal. Columbia will stay in space 10 days. The crew of five will deploy a Navy communications satellite and then retrieve a science satellite that has orbited the Earth for nearly six years.



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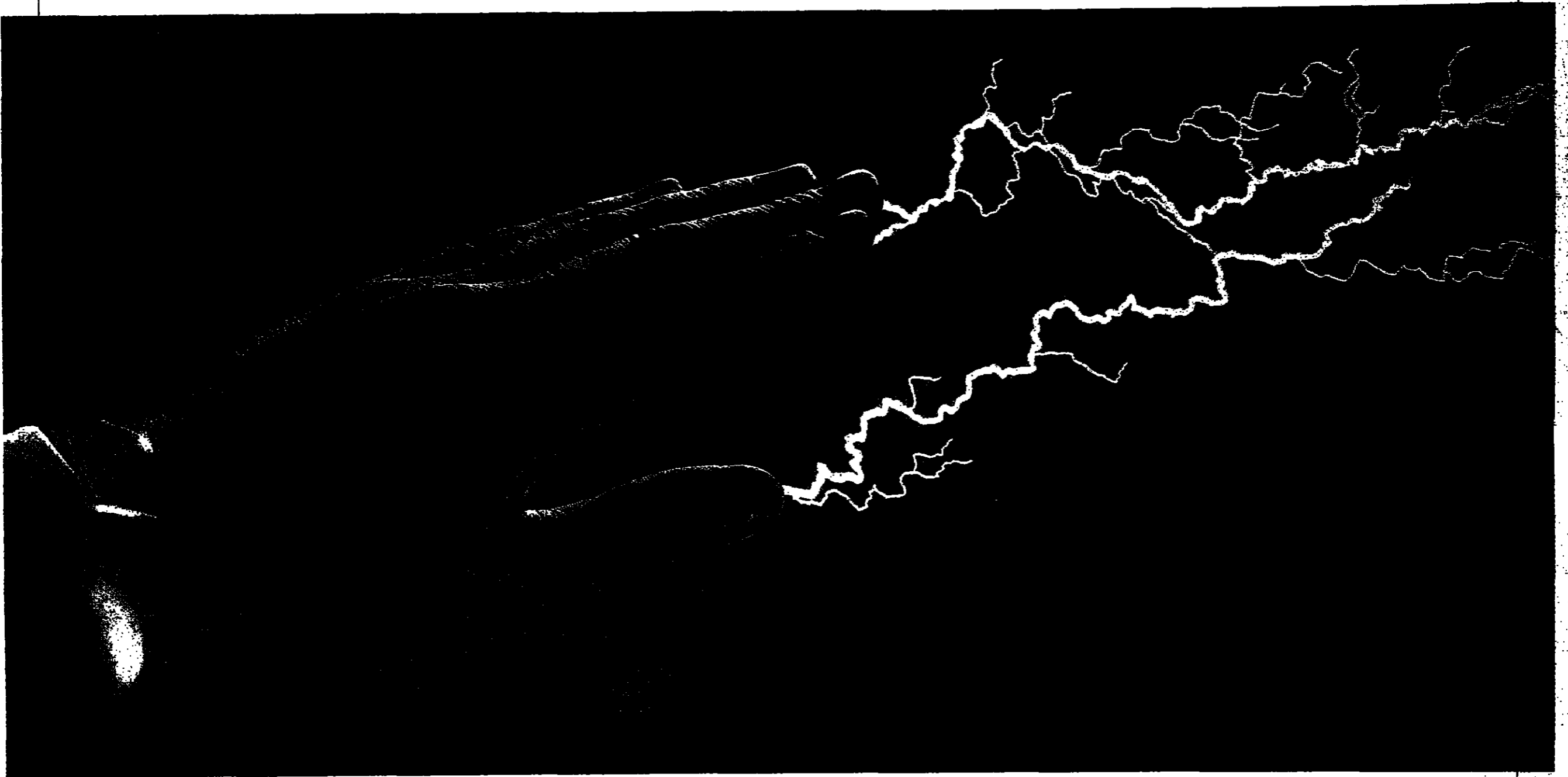


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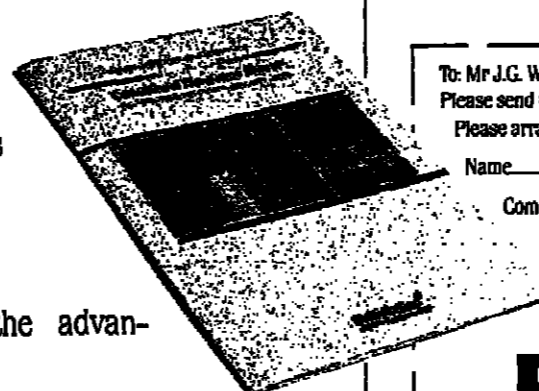
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F.T. 2

OVERSEAS NEWS

Singh likely to write off Rs80bn in farmers' debts

By David Housego in New Delhi

INDIA'S new National Front Government is expected to write off about Rs80bn (\$2bn) in farmers' debts in a populist move designed to consolidate its support in rural areas.

Minister of the state and now Deputy Prime Minister, came to nothing because of opposition by the Reserve Bank of India (the central bank) and Prime Minister Rajiv Gandhi's government. The Government forbade the nationalised banks to waive farmers' debts.

responsibility would cover payment to the banks of annual principal and interest charges. If there were no corresponding cuts in expenditure or increases in taxation, the Rs25bn outlay on debt relief in the first year would add more than 10 per cent to the budget deficit as measured by IMF criteria.

Old loyalties die hard in Nigerian politics

Nicholas Woodsworth reports on the national debate over a return to civilian rule

IN A crowded Chinese restaurant overlooking the perpetual traffic jam along Lagos's Awolowo road, a party of Nigerians and foreign diplomats sits over dinner.

The US signed an agreement on Monday cancelling \$82m in debt owed by Nigeria, Reuters reports from Lagos. Mr Lannon Walker, the US Ambassador, also signed an agreement rescheduling until 1995 payments on an additional \$274m.

values, a new set of political attitudes." The doubt expressed by many Nigerians, not least former politicians themselves, that a new set of attitudes and a generation of "new breed" politicians can be created by simple fiat was proved by the government itself on October 7.

without feelings ranging from irony to anger. Some analysts believe that the greatest threat to Nigerian stability in the past - the Moslem-Christian divide between north and south - has in recent years been diffused by the rapid growth in the number of Christians in the north and the growing size and influence of minority ethnic groups throughout the country.



India's President Venkateswarman signals an end to photos of the new ministers. Extreme left is Arun Nehru while in the centre V.P.Singh, with hat, stands next to Devi Lal

Indian PM names ministers

By David Housego

MR V.P. SINGH, India's new Prime Minister, named 16 ministers to his cabinet yesterday but postponed announcing the departments for which they will carry responsibility.

Nehru, a cousin of former Prime Minister Rajiv Gandhi and a senior minister in his government. Mr Arif Mohammed Khan, a junior minister under Mr Gandhi, Mr Arif Singh, a farmers' leader from the north and Mr I.K. Gujral, the Janata Dal spokesman on foreign affairs and likely to be named Foreign Minister.

Indian standards where governments have frequently run to over 50. In holding down the numbers Mr Singh intends to signal to other parties that the doors are open to them to join his coalition.

Malaysian Government signs peace accord with communists

By Lim Siong Hoon in Thailand

FORTY-ONE years of guerrilla warfare ended in Malaysia at the weekend as the Malaysian Government signed a peace agreement with the country's Communist Party under the watchful eye of the Thai Government.

two years. The CPM refused legal recognition and allowed the amnesty offer to expire. Independence thus began bloodily. Yet, in contrast to many Third World countries, Malaysia's nominally peaceful democratic elections have survived the CPM's revolutionary offerings.

country's multi-ethnic structure, with the share of power meted out by precise ethnic division. Power-sharing was mapped out constitutionally and institutionalised in the racial parties: Malays in the United Malays Organisation (UMNO), Chinese in the Malaysian Chinese Association, and Indians in the Malaysian Indian Congress.



Chin: pledging loyalty to king and country after 41 years of war

meanwhile, hid in the jungles at the northern border with Thailand. Mr Chin absconded to China where, he said, his command dwelled on mere "political matters". China pretended Chin Feng did not live there and avoided talking about the CPM problem.

found its circle of friends had shrunk. But Malaysia remained a "true friend", and Chin said he was visiting Malaysian officials who regarded the killings an internal Chinese affair.

Beirut confrontation continues

By Lara Marlowe in Beirut

VIOLENCE erupted in at least five separate places in Lebanon yesterday amid tension over the confrontation between Gen Michel Aoun, the Christian leader still occupying the presidential palace, and his Syrian-backed opponents.

"The shelling has started," a frightened resident of the east-Lebanese district mistakenly shouted. The residents of Beirut have feared a resumption of shelling since President Elias Hrawi announced on November 26 that he would use military force if necessary to remove Gen Aoun.

in Beirut yesterday morning. They carried out the 17th Israeli bombing raid on Lebanese territory this year, this time against positions of the radical Popular Front for the Liberation of Palestine (PFLP) and Abu Nidal's Fatah Revolutionary Council in the Majdaloun valley south-east of Sidon.

Japan's LDP returns to public popularity

By Stefan Wagstyl in Tokyo

JAPAN'S ruling Liberal Democratic Party, which is likely to call a general election early next year, yesterday received a powerful psychological boost from an opinion poll showing a strong recovery in public support.

climbed back to 44.5 per cent, compared with 46.7 per cent before the Recruit scandal erupted in the summer of 1988. Using these figures, the LDP would retain its majority in the lower house of the Diet (parliament) in the event of a general election, reversing previous indications.

newspapers. Also, the Nikkei poll was carried out before the LDP announced its latest plans for revising the consumption tax. The poll has also drawn considerable criticism for ignoring voters' concerns.

retains her personal popularity: she was the second most popular choice for prime minister after Mr Kaifu. However, support for Mrs Nakasone has dropped because of the JSP's inability to take advantage of the LDP's disarray over the last few months.

Taiwanese protest over 'ballot rigging'

By John Elliott in Taipei

POLICE clashed yesterday with several thousand demonstrators in the southern Taiwan county of Tainan where the country's main political opposition, the Democratic Progressive Party, is claiming that the ruling Kuomintang rigged ballot counting last Saturday for the key administrative post of county magistrate.

Israel comes to terms with East-West realities

Hugh Carnegie reports on how changes in relations between US and the Soviet Union are seen in Jerusalem

THE Middle East may have occupied a lowly spot in the order of subjects discussed at the summit between President Bush and President Gorbachev, but the closeness of views expressed on the region by the two leaders has focused attention in Israel on what implications the re-shaped relationship between Moscow and Washington may have for it.

Mr Gorbachev apparently answered Mr Bush's call that Moscow should re-establish full relations with Israel - severed after the 1967 Six Day War - by emphasizing that many contacts were already underway. The Soviet position has been to withhold full ties until Israel makes concessions to the Palestinians.

The traditional Soviet call for an international peace conference including the PLO, something rejected by Israel, has recently not been emphasized so strongly. "They now accept it as an element in a sequence that starts elsewhere," said one senior Israeli Labour party figure.

Four charged with blackmailing Fuji Bank officials

JAPANESE police said yesterday that four men, including the former secretary of a Japanese parliamentary body, had been arrested on charges of having blackmail officials of the Fuji Bank, the world's third largest bank for \$500m (\$2.2m) in loans, Robert Thomson writes from Tokyo.

would expose the bank for having loaned money to a criminal organisation, which had allegedly failed to repay the money. Police said that the former political secretary visited the Fuji Bank in June 1988 and demanded the \$500m loan in return for silence.

although bank officials had objected to the loan. The money was to be used for the purchase and renovation of a five-storey hotel, and police said that the men later sought a further loan from the bank after the first \$500m was spent.

The men had reportedly said that they

Troops kill five gunmen

By Hugh Carnegie in Jerusalem

ISRAELI troops intercepted and shot dead five heavily armed gunmen who crossed the border from Egypt yesterday in one of the most serious incidents on the frontier since Israel handed back the Sinai peninsula in 1982 under its peace treaty with Cairo.

The army said it had not identified the gunmen, but the immediate suspicion was that they were a Palestinian group intending to mark the second anniversary this Saturday of the Palestinian uprising in the occupied territories with an attack within Israel.

East-West strategic equation may spill over in other ways. From the Israeli point of view, the hope is that it will benefit from declining Soviet commitment to hostile Arab countries, such as Syria, while preserving its own close ties with the US.

Vigil for UK businessman

Relatives and friends of Mr Roger Cooper, the British businessman jailed without trial in Iran since 1985, are mounting a campaign to draw attention to his plight, Victor Mallet writes.

A demonstration is to be held in Whitehall tomorrow to mark the start of his fifth year in captivity, and MPs will be asked to sign a huge Christmas card to be sent to him in Evin Prison, Tehran.

The Iranian authorities have issued conflicting signals about Mr Cooper's fate. He was recently visited in jail by Mr Kouroush Fouladi, an Iranian who served a sentence in Britain on terrorism charges but was released in September.

Market

Some analysts believe that the greatest threat to Nigerian stability in the past - the Moslem-Christian divide between north and south - has in recent years been diffused by the rapid growth in the number of Christians in the north and the growing size and influence of minority ethnic groups throughout the country.

UK NEWS

ERM entry advocated by parliament committee

By Peter Norman, Economics Correspondent

A HOUSE of Lords committee yesterday added its voice to those urging a speedy entry to the exchange rate mechanism of the European Monetary System.

The Lords European Communities Committee said sterling should become a full member of the EMS before July 1990 to protect British interests.

The committee concluded that it was imperative for Britain to play an active economic and political role in implementing stage one of the Delors committee proposals for economic and monetary union.

Stage one envisages completion of the EC's single market programme, liberalising capital movements, a stronger EC competition policy, strengthened co-ordination of economic and monetary policies and the inclusion of all EC currencies - in the exchange rate mechanism (ERM) on equal terms.

"The need for the United Kingdom to convince its Community partners of its Euro-credentials is more important than ever. This can only be achieved by joining the ERM soon, and the committee suggests before July 1990," the report said.

The committee said that early entry, ahead of the formal start of stage one next July, would enable the UK "to play its proper part" shaping the future of the Community. By appearing reluctant to participate fully, Britain "can only jeopardise its chances of having a continuing and significant influence on the form of the Community's economic and monetary union."

The report argued that a common currency for the Community "would bring enormous economic gains," but said there should be proper safeguards for democratic accountability.

It warned against the Com-

unity being "rushed into an unsatisfactory form of economic and monetary union as a result of short-term pressures." A satisfactory form of union could best be assured by waiting until the single market was operational and for proof that stage one was a success.

The report noted that the Government had made full membership of the ERM conditional on a fall in UK inflation, the successful accommodation by existing ERM members of the free movement of capital and substantial completion of the single market in financial services.

It said none of these conditions presented a serious obstacle to Britain's joining soon.

The Delors Committee Report, House of Lords Select Committee on the European Communities, Session 1989-90, 2nd Report, HMSO, £13.50 (report and evidence); £3.10 (report only).

House price inflation last month slowed to its lowest since 1985 as prices kept falling in many areas, the Halifax Building Society, said yesterday.

The society, Britain's biggest, said: "House prices are now depressed throughout the country with prices continuing to fall in the South and Midlands. Even in much of the North of England and Scotland house prices are now hardly moving."

Halifax said that the average price of a UK home of £50,587 in November 1989 was only 4.5 per cent higher than during the corresponding month last year.

At the end of last year, house prices nationally were rising at an annual rate of more than 34 per cent.

Building analysts say the steep fall in house sales will mean that many house-builders, particularly those in southern and eastern England, will report lower profits in 1989 and 1990.

Tarmac, Britain's biggest housebuilder and one of the country's largest construction groups, warned last month that group profits would fall this year because of a sharp drop in house sales.

Halifax said that house prices had fallen by more than 2 per cent during the past three months. New house prices had been falling at a faster rate, as builders have been offering discounts and mortgage subsidies to attract buyers.

The price of a new house had risen on average by only 1.8 per cent during the past 12 months to £71,355.

House price inflation lowest for seven years

By Andrew Taylor

HOUSE PRICE inflation last month slowed to its lowest since 1985 as prices kept falling in many areas, the Halifax Building Society, said yesterday.

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Decorations camouflage divisions

Ralph Atkins reports on the impotence of Belfast's City Council

BELFAST City Council is preparing harder than ever for Christmas.

Northern Ireland's leading local authority put the first Christmas trees outside its impressive Victorian City Hall in Donegall Square in mid-November. A programme of festivities is underway.

But the season of goodwill to all men is still far away, for this is local democracy Northern Ireland-style.

Four years after Mrs Margaret Thatcher and Dr Garret FitzGerald, then Irish Prime Minister, signed the Anglo-Irish Agreement, politicians on all sides are still looking for ways of devolving administration - none more so than Mr Peter Brooke, Northern Ireland Secretary appointed five months ago.

In Belfast, there is no sign of change to a bizarre and paradoxical 15-year-old system, whereby the locally-elected politicians are given next to no responsibilities but - despite their impotence - squabble viciously among themselves.

The council's enthusiasm for Christmas is understandable. It has little else to do. In theory responsibilities are numerous - but few substantial. They boil down, the joke goes, to "bins, bins and burials".

Apart from controlling parks, refuse collection, street cleaning and community services, the council has a consultative role in town planning. But education, housing and transport are out of bounds.

That might be acceptable if there was a higher locally-elected authority with greater responsibility. But there isn't. Everything else falls to Mr Brooke and his team of five ministers, all appointed by Mrs Thatcher.

Belfast also illustrates the innumerable problems of bringing the two sides of a divided community together. Unionist leaders, still incensed

"it is the declared policy of the United Kingdom Government that responsibility in respect of certain matters within the powers of the Secretary of State for Northern Ireland should be devolved within Northern Ireland on a basis which would secure widespread acceptance throughout the community."

Article 4(b) Anglo-Irish Agreement, November 1985

by the Anglo-Irish agreement, refuse to meet Government ministers.

Even if business is about refuse collection, council meetings sometimes end in uproar - and occasionally physical violence - as unionists refuse to co-operate in the business of government with councillors of Sinn Fein, political wing of the IRA.

Councillor Reginald Empey, Unionist Lord Mayor of Belfast, says: "It is not only frustrating it is preposterous." He resents the enormous power of civil servants in Government departments in the province. "We are professional beggars," he said.

He gives an example: "If you have two paving slabs one besides the other and there is a crisp bag on them, we are responsible for lifting that crisp bag. If there is a weed growing between those two flagstones the Government will come along and take it out."

The simple explanation for Belfast's impotence is that it is an accident of history. Local government in the province was reorganised from 1973 following a report by Sir Patrick Macrory, chairman of a review body set up in 1970. It created a system of 26 district councils with area boards for education, library and health services.

District councils were intended to be the lower level of a two-tier system. The snag was that the Northern Ireland Assembly - a 78 member body elected by proportional representation and intended to form the upper level - collapsed in 1974. That left the so-called "Macrory gap". Successive

chamber I would say 'hello' to other councillors," says Mr McGuigan. "Now most of them don't even acknowledge you. The only thing you get from them is shouts of abuse."

The unionists' reaction is easily explained. Mr Nigel Dodds, DUP councillor and former Lord Mayor, calls Sinn Fein "apologists for murderers".

The Lord Mayor says: "We are supposed to sit and work with those sort of people, knowing they are killing our constituents. I defy anybody on the mainland to think that is fair and proper."

Within a year of Sinn Fein arriving en masse was the signing of the Anglo-Irish agreement, intended to provide a framework for dialogue. In Belfast at least, unionists remain stubbornly opposed, resentful of how they were not consulted and horrified at the role given in the province's affairs to the Irish Republic.

"Since the Anglo-Irish agreement was signed we don't regard ministers in Northern Ireland as having the same status as they had pre-1985," says the Lord Mayor. "We don't regard them as being purely British Government ministers, full stop. They have taken on a new identity now."

There is no shortage of people looking for a way out. The DUP and Ulster Unionists are in agreement that Sinn Fein should be banned.

The Lord Mayor himself has a scheme. In September he called together representatives from all district councils in the province to seek a combined response to Government proposals on compulsory competitive tendering (CCT) for local authority contracts.

It is a policy he believes, by delegating more responsibilities to private contractors, will reduce still further the power of Belfast City Council.

Retrovir tumour finding

By David Marsh

WELLCOME, the drugs company, said yesterday its Retrovir anti-AIDS drug caused tumours when given to rodents in high doses. The findings may affect the company's plans to gain approval for distribution of the product to people who have the AIDS virus yet who have not developed symptoms.

The company said it did not expect the findings to affect significantly doctors' use of Retrovir, which had sales last year of £134m. It said the tumours arose after mice and rats were given Retrovir for up to three years at doses up to 10 times higher than the recommended human level.

Drugs industry analysts reacted calmly, on the ground that several other drugs in use by humans had produced tumours in animals when given over long periods.

Mr Robin Gilbert, an analyst at James Capel, the London stockbroker, said the announcement may place doubt over plans to gain government approval to sell Retrovir to the 10m-20m people worldwide who have the HIV virus, but have not developed signs of full-blown AIDS.

Glaxo, Britain's biggest drugs company, has dropped from its research and development programme an ulcer product that was once heralded as a possible successor to Zantac, the company's large-selling ulcer formulation.

The announcement was received calmly by analysts. The product, called sublimina, had earlier this year been downgraded in importance by Glaxo and was not expected to produce high sales.

Sell-off advertising 'poorly planned'

By Ralph Atkins

INEFFICIENT planning and buying of media space for government privatisations was identified yesterday by the National Audit Office (NAO), the public spending watchdog.

Government teams running privatisation campaigns often have little experience of large-scale advertising projects, its report on Government publicity says.

Failure to take full advantage of media specialists at the Central Office of Information has led to poor planning and wasteful buying. Penalties are incurred through late booking.

The report said that much official publicity work was effective, but identifies areas where improvements could save money. It criticises, in particular, the campaign last year to promote the social security benefit Family Credit.

In contrast, the Government's AIDS information publicity was welcomed as an extremely well-planned and well-managed campaign. An advertising campaign for the 1992 project successfully achieved its target that 90 per cent of business should be aware of the European single market's imminence.

Nearly £200m was spent by government departments and other public sector bodies on publicity in 1988-89 - making it among the biggest buyers of advertising in the UK. More than half went on media advertising. A further £11.6m was spent on publicity for British Steel's privatisation.

Some 75 per cent of spending on publicity services for government departments is channelled through the COI, the government information

agency which was set up in 1946. Each year it buys about 33,000 advertising spots on television and 9,000 advertisements in printed media.

The report praises the COI for achieving "significant economies" in rates paid to advertising agencies. But it suffers a scarcity of skilled staff because it cannot compete with salaries paid in the private sector.

By employing "appropriately qualified and remunerated" staff the COI could improve both capacity and skills. "Any savings achievable would almost certainly outweigh the additional costs involved - an extra one percentage point reduction achieved on standard commission rates would yield annual savings of at least £750,000."

Privatisation campaigns are planned by special project teams within the sponsoring government department. As well as lacking knowledge they are quickly disbanded after the launch so lessons learnt cannot be applied more widely.

The NAO recommends: "Departments responsible for privatisations should draw more fully on the technical expertise of the COI and involve it more closely from the policy and planning stages onwards."

The report says all departments prepared campaign strategies but quality varied widely.

The Department of Social Security's campaign to promote take-up of Family Credit is singled-out for particular criticism. The first stage in Spring 1988 cost £1.6m and made extensive use of television but failed to get its message across.

The price of a new house had risen on average by only 1.8 per cent during the past 12 months to £71,355.

Unionist leaders, still incensed

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FT LAW REPORTS

DeLorean judgment is set aside

DSQ PROPERTY CO LTD v LOTUS CARS LTD
 Chancery Division: Mr Justice Peter Gibson: Nov 24 1989

CONSPIRACY proceedings served abroad on a foreign defendant as party to proceedings served in the UK will be set aside for lack of jurisdiction if obtained by defective means in that the necessary ingredients of conspiracy were not pleaded against the UK defendants and no other legal result was specified on the claim.

Mr Justice Peter Gibson so held when setting aside leave granted to DSQ Property Co Ltd to serve proceedings out of the jurisdiction on Mr John DeLorean as fourth defendant to its action and all subsequent orders against him including judgment. The first, second and third defendants were Lotus Cars Ltd, Mrs Hazel Chapman as personal representative of deceased Lotus chairman, Mr Colin Chapman and Lotus director, Mr Frederick Bushell.

HIS LORDSHIP said that on January 28 1986 DSQ began conspiracy proceedings against Lotus, Mrs Chapman and Mr Frederick Bushell. It pleaded that the conspirators were Lotus, Mrs Chapman, Mr Bushell and Mr John DeLorean.

Mr DeLorean was a US resident. He was not joined as party to the action until July 21 1987, when Mr Justice Hoffmann, on DSQ's *ex parte* application, ordered that he be added as fourth defendant and that leave be given to serve him out of the jurisdiction. Damages were claimed against him for conspiracy, deceit and breach of fiduciary duty.

Judgment in default of acknowledgment of service was entered against him on October 12 1987. He was ordered to pay \$51m including interest.

Mr DeLorean took no part in the UK proceedings until 1989, after DSQ sought to enforce judgment in the US and he had failed to have the enforcement proceedings dismissed.

On July 10 1989 Mr DeLorean issued the present summons, to set aside leave to serve out of the jurisdiction, service, and all subsequent orders.

The primary attack on leave was that it was granted in excess of jurisdiction.

Order 11 rule 10(c) of the Rules of Supreme Court provided there was jurisdiction if "the claim is brought against a

person duly served within... the jurisdiction and a person out of the jurisdiction is a... proper party thereto."

DSQ's case was that its claim was brought against Lotus, Mrs Chapman and Mr Bushell, who were "duly served," and that Mr DeLorean was "a proper party" to that claim.

By Order 11 rule 4(2) leave was not to be granted unless the case was a proper one for service out of the jurisdiction. The plaintiff must show he had a good arguable claim and that if given leave he would have a good chance of succeeding.

Leave was granted to serve out of the jurisdiction on the basis that DSQ had a good arguable case against the first three defendants in conspiracy and that Mr DeLorean, as fellow conspirator, was party to that claim.

In *Metal and Rohstoff* [1989] 3 WLR 568 the Court of Appeal held that an essential ingredient of the tort of conspiracy was that the conspirators' sole or predominant purpose was to injure the plaintiff's interests.

Mr Stammer for DSQ accepted that its conspiracy claim was bad, because there was no plea of sole or predominant purpose. He submitted, however, that the pleadings enabled DSQ to sustain a good arguable case against the first three defendants in constructive trust (see *Vanderwell's Trusts* [No 2] [1987] Ch 289, 317).

In *Metal* Lord Justice Stale said that for an Order 11 application, if the plaintiff specifically stated the legal result in his pleading, he was limited to what he had pleaded, and that "to permit him to take a different course would be to encourage circumvention of the Order 11 procedures" meant to ensure that court and defendant were apprised of the nature of the claim.

To permit DSQ to argue now that the claim against the first three defendants was for a legal result other than damages for conspiracy, namely equitable compensation as constructive trustees, would be to encourage circumvention of the Order 11 procedure.

In the light of *Metal* the ground on which DSQ obtained leave to serve out of the jurisdiction and to which it must be limited, was not available to it.

If that were wrong, the pleaded facts were insufficient, without amendment, to dis-

close constructive trust, either in the form of a purpose trust which required pleading of payment and receipt of trust monies for a particular purpose, or as arising from a stranger's knowing assistance with the trustee's fraudulent design which required particularisation of the defendant's knowledge of dishonesty (see *Belmont Finance* [1979] Ch 250).

Accordingly, on that ground also the case did not fall within Order 11.

Mr Burton for Mr DeLorean contended that the leave, which should not have been granted, was obtained with the aid of serious non-disclosures.

It was common ground that on an *ex parte* application for leave to serve out of the jurisdiction, there was a duty on the applicant to make full and fair disclosure of material facts to the judge. If he failed to do so, the court might exercise its discretion to set aside leave.

In the present case there were material and serious non-disclosures in relation to the existence of proceedings in the US; settlement of US proceedings; evidence against pleaded misrepresentations by Mr DeLorean; and Mr DeLorean's likely defence.

Mr Burton submitted the defects in obtaining the order for leave were fundamental and entitled Mr DeLorean to an order made under the court's inherent jurisdiction, to set aside *ex debito justitiae* without recourse to procedural rules for setting aside orders for irregularity at the judge's discretion (see *Isaacs* [1987] AC 97, 100).

Where there were procedural rules on applications for relief, the court would ordinarily require the applicant to follow the procedure laid down by those rules, even if it could grant the relief sought under its inherent jurisdiction.

Order 12 rule 8 applied where an applicant wished to dispute jurisdiction in proceedings to which it had been made party by irregularity in the writ or service, or in the order giving leave to serve, or on any other ground. Mr DeLorean was such an applicant.

Accordingly, by rule 8(1) he must give notice of intention to defend and, within the time limited for service of defence, apply to the court for relief.

Mr DeLorean had not given notice of intention to defend. As judgment had been obtained against him he

needed the court's leave to give such notice (Order 12 rule 6(1)). The time limited for service of defence started to run once notice was given.

Rule 6(1) gave the court a discretion as to whether to give leave. Failure to bring the case within Order 11 was serious, going as it did to jurisdiction. But for the question of delay, leave would be given under rule 6(1).

Mr Stammer submitted Mr DeLorean ought not to be given leave because, having been served on August 20 1987, he deliberately stood by and allowed nearly two years to elapse before issuing the summons. He said DSQ had suffered prejudice in wasted costs and in the risk of dissipation of assets.

It was still open to DSQ to commence proceedings or amend its existing pleading in the US, and to seek *Mareva* type relief there if there was real risk of dissipation.

There had been no submission to the jurisdiction and particularly in the light of the seriousness of the defect, Mr DeLorean's late application was not so abusive of process as to disqualify him from obtaining leave to challenge the jurisdiction.

A penalty of \$51m was far too large to pay for the delay when the applicant was a foreigner, when enforcement proceedings against him only began in January 1989 in his own country where he had assets, and when his challenge to those proceedings was not dismissed until May 1989.

Where a plaintiff could not show that he brought his case within Order 11, it would be wrong to impose a term for reimbursement which, if not complied with, would leave in force a judgment given without jurisdiction.

Mr DeLorean was given leave unconditionally under rule 6(1) to give notice to defend. In view of the absence of jurisdiction the court must, under rule 8(1), set aside leave to serve out of the jurisdiction. It followed that all subsequent orders made against Mr DeLorean would fall away.

For Mr DeLorean: Michael Burton QC and Stephen Smith (Wright Webb Syrett)
 For DSQ: Sam Stammer QC and Mark Templeman (DJ Freeman & Co)

Rachel Davies
 Barrister

RICHEMONT

Compagnie Financière Richemont AG

Interim report for the six months ended September 30, 1989

The Board of Directors of Compagnie Financière Richemont AG is pleased to report the unaudited results of the group for the six months ended September 30, 1989.

These results reflect continuing progress, with profit before tax up by 34.1% and attributable net profit up by 38.3% over the same results for the comparable period last year.

Expressed in \$ Millions	Six Months Ended	Six Months Ended	Year Ended
	Sept. 30 1989	Sept. 30 1988	March 31 1989
Profit before taxation	95.1	70.9	161.3
Attributable net profit	64.6	46.7	109.8
Earnings per unit	\$ 112.50	\$ 81.30	\$ 185.40

Since March 31, 1989 the principal events relating to Richemont have been:

- The acquisition of further luxury goods interests, in particular the acquisition in June of 6.1% of Groupe Yves Saint Laurent SCA for a sum of approximately \$21 million and in September of A. Sulka & Company Ltd.
- The sale in July of the group's interest in Fosforera Española SA for a sum of approximately \$20 million.
- The announcement on November 9, 1989 by Rothmans Tobacco (Holdings) Limited, a wholly owned subsidiary of Richemont, of an offer to acquire the whole of the issued "B" ordinary share capital of Rothmans International plc that it does not already own. Neither this offer nor its outcome affect the results to September 30, 1989.

Nikolaus Senn
 Chairman

Johann Rupert
 Managing Director

Compagnie Financière Richemont AG
 Weinbergstrasse 5
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November 23, 1989

HISTORY RUSHES ON WE MUST ACCELERATE THE CONSTRUCTION OF EUROPE



Our objective is to build a European Union. Solidarity and Unity are more than ever necessary in a rapidly changing world. In the East, Communism is collapsing. The European Community is the hope and inspiration of all Europeans seeking freedom and democracy. The free internal Market of 1992 will not be just a free trade zone; its achievement will bring employment and prosperity.

The economic union must be strengthened by adopting a common currency and guaranteeing the same social rights to all. Without a comprehensive environmental policy our children will not have a safe and secure future. In Strasbourg on 8 and 9 December the government leaders of our Community must take important decisions. The European Parliament, re-elected last

June, will defend the interests of 320 million Europeans. The Group of the European People's Party (Christian Democrats), with 121 Members from the 12 Member States, will be present at Strasbourg to ensure that the cause of European Unity is advanced.



The Group of the European People's Party in the European Parliament unites Europe's Christian Democrats

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MANAGEMENT

European engineering companies

Home territories must be defended now

Nick Garnett reports on the aftermath of expansionist strategies

Is there some way of making a thumb-nail sketch of the company structure within Europe's heavy and medium manufacturing industries?

A useful, if not wholly convincing, stab at this has been made by Outram Cullinan, a London-based management strategy consultancy, one of whose specialist subjects is European engineering.

In a booklet on European engineering, OC&C has also added some conclusions about survival strategy in western Europe in the context of the integrated market of 1992.

OC&C, in which Coopers and Lybrand has a minority stake, divides the broadly defined European engineering sector into four types of company (see right).

The first group is made up of seven or so nationally based giants, mainly West German and French and principally in vehicle production, aerospace and telecoms. These companies have concentrated engineering and product development as well as manufacturing in their own nations. They have also tended to reinforce this by acquisitions (Mercedes-Benz's purchase of AEG and Dornier, Fiat's of Alfa Romeo).

A number of Pan-European companies, mainly from the US and Scandinavia with a few others from elsewhere in northern Europe, make up another grouping. These companies manage a dispersed manufacturing and engineering network on a European basis or are at least aiming to do so following recent mergers.

Then there are about 25 nationally-based medium-sized businesses. Small in European terms, they are often large in their specialist business sectors, particularly in home markets.

The final tier is a disparate collection of about 1,500 companies with sales of \$50m to almost \$3bn, many very specialist and varying from being competitive to having questionable survival prospects.

Not everyone will agree with this structure, including, no doubt, some of the companies in it. OC&C is a bit unsure about how to slot in GEC in France and GEC in the UK, now that the latter company has merged its heavy engineering business with Alsthom, GEC's heavy arm.

Some of the nationally-based medium-sized companies might object to their description. For example, the Continental European assets of GKN, at \$37bn, are larger than the British company's assets in the UK. Equally, some manufacturers which have relatively small sales in engineering, but are pan-European in nature, do not appear in the table. Indeed, the West German fork-lift maker which has plants in the UK and France, is an example.

Aside from that, some so-called national giants look as if they might be breaking out from their borders. Siemens has bought half of Plessey in the UK and is now looking increasingly restless in power engineering. Fiat is discussing a possible merger of

East Europe market opens up

Political changes in eastern Europe are already encouraging companies in capitalist societies to look at opportunities there. Asea Brown Boveri is negotiating to purchase part of the Polish power engineering industry. Two Japanese car makers, Suzuki and Daihatsu, have expressed some interest in building car plants in eastern Europe, as has Volkswagen. General Electric of the US is buying a majority stake in Turasem, the Hungarian lighting equipment maker.

Engineering companies in West Germany are easily the best placed to develop business ventures in eastern Europe. OC&C believes Italian companies.

However, Ian Godden says British companies face a dilemma. Most tend to be weak in West Germany and in eastern Europe, with a few notable exceptions. "A lot of British companies have only reached the Netherlands so far."

Some British companies will be successful in eastern Europe if markets open up but he believes many British companies could recoil from the prospect and, instead, further entrench themselves in North America by making more acquisitions there.

Cultural differences

The social divide and internationalisation

By Michael Dixon

Consider this: Now tell me about your family background. It doesn't make any difference, of course. But it is important.

Martin Higham, former recruitment manager of Rowntree, once overheard this as one of his competitors interviewed a student during the university "talk round".

Those words became one of Higham's favourite quotations. His object was to lampoon the snobbery that continues to influence the selection of people for better rewarded types of career. He was convinced that such stuffiness is utterly outdated in this high-technology age.

Most native English-speakers, at least, do not share his view. They would agree that, in modern society, people's status should depend on what they do; not on "who they are" as determined mainly by the social circumstances into which they are born.

In holding that belief, however, they are at odds with the great majority of people in the world.

The evidence lies in research on cultural differences between nations by Fons Trompenaars and David Whetten who, having previously worked respectively as a professor at Wharton business school in the US and a manager with Shell, are now based at the Employment Conditions Abroad consultancy in London.

Over the past few years they have persuaded more than 10,000 people of two dozen nationalities to complete questionnaires probing into their cultural attitudes. The questions typically consist of a statement - such as "Managers should themselves be able to answer any question their subordinates ask about the work" - followed by an invitation to those filling in the form to state the extent to which they agree with it.

Since people's views diverge even though they share a similar background, in every country a few hold the attitude at one extreme and few the complete opposite, with the bulk

somewhere in the middle. So in each case the graph of replies shows a bell-shaped curve swelling up between the two extremes. What the researchers take as their broad measure of a nation's culture is the point at which the curve hits its peak, expressed as a percentage.

The results show many marked differences, not least between East and West. For example, on the issue of whether managers should be able to answer subordinates' questions, the positives are led by the Japanese, with 77 per cent typically answering yes, and the Indonesians with 67. The negatives are headed by the Americans and Swedes, with 13 per cent agreeing. The British are in between, with 30.

But there is no such clear-cut division on the issue of what is the proper determinant of social and business status. As may be seen from the table, the three leading supporters of the "what you do" criterion are all English-speaking: Australia, the US and the UK. Even in those countries, however, the proportion of people holding that view is in no case much more than half.

In the other 21 nations the majorities believe the criterion should be "who you are" - and the strength of their belief seems quite independent of whether they are Eastern, South American or European.

The apparent reverence for birth and upbringing in

Percentages of different nations believing that 'what you do' matters more than 'who you are'

Nation	%	Nation	%
Australia	60	Singapore	32
US	58	Greece	29
UK	51	Hong Kong	29
Sweden	48	India	28
Italy	44	Venezuela	28
Ireland	41	Japan	27
W. Germany	40	China	26
France	40	Belgium	25
Pakistan	40	Brazil	21
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This new FT booklet covers the basic issues of managing a smaller business. The booklet, costing £5.00 (inc. p&p), is available from: Lorraine Spang, Publicity Department, Financial Times, Number One Southwark Bridge, London SE1 9HL.

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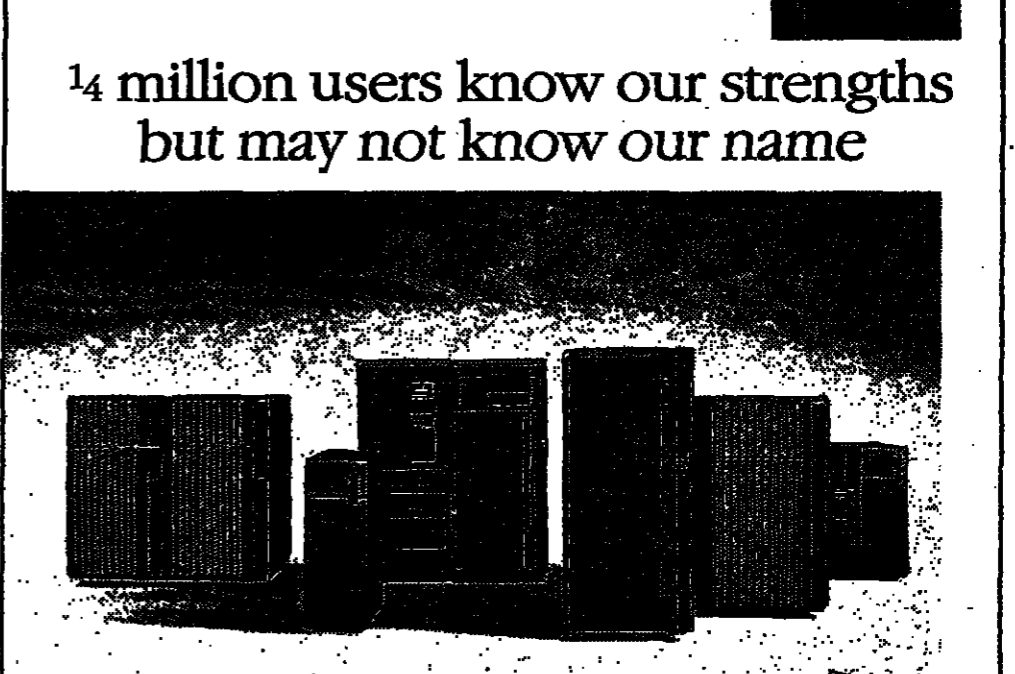
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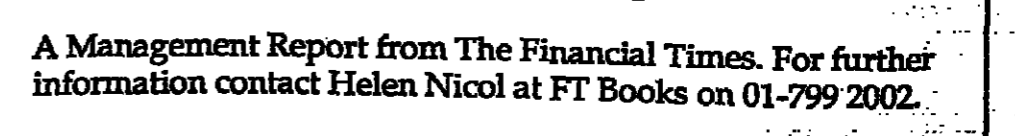
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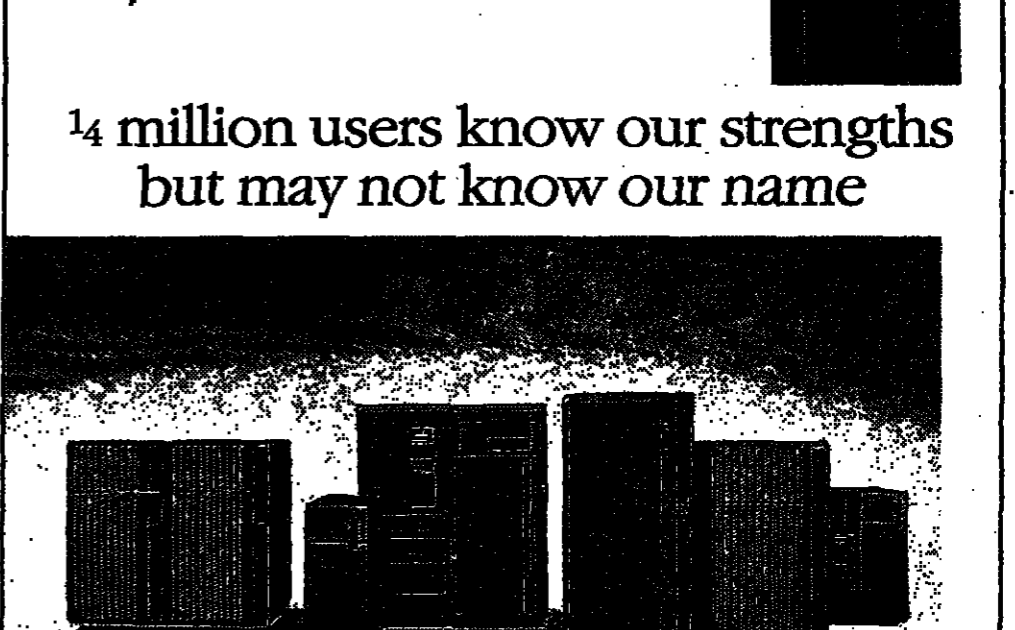
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A R I X

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THE FUTURE OF PAYMENT MEDIA
Plastic Money, Banknotes, Coins & Cheques
by Peter Harrop

A Management Report from The Financial Times. For further information contact Helen Nicol at FT Books on 01-799 2002.

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"Where do I check in?"
"I've left my ticket in the taxi."
 "Which gate is my flight?"
"My luggage has gone through and I need something from it."
 "My car's outside on double yellow lines."
"I think that's my plane taking off."
 "My canary's escaped."
"Can I get a coffee around here?"
 "I can't do my zip up."
"Can I get into New York by helicopter?"
 "What time do we get there?"
"Just how wide are the seats?"
 "Do they have nappies on board?"
"Where do I get a newspaper?"
 "Do they sell Russian vodka in duty free?"
"Where's the Ladies?"
 "Where's the Gents?"
"Where have all the trolleys gone?"
 "Is the Pink Poodle Club on 48th Street or 49th?"
"Do we get to see where the pilot sits?"
 "What happens if it's full?"
"Where can I get an oil filter for a 1965 Hillman Imp in Chicago?"
 "Do they take traveller's cheques in duty free?"
"Where's the London desk?"
 "What do I do with this?"
"Can I go through to the Departure Lounge now?"
 "Where is the Departure Lounge?"
"They've put the wrong name on my ticket."
 "Can I get a bassinet for my baby?"
"I'm looking for some string."

"Does my camera have to be X-rayed?"
 "I've just noticed my passport's out of date."
"I need an aspirin."
 "Kann ich am J.F.K. Flughafen direkt zum Flug nach Chicago umsteigen?"
"Where's the Ambassador Lounge?"
 "Do I need a Visa?"
"Can I take these as hand-luggage?"
 "Can I change to a later flight?"
"What do I do now?"
 "I have to phone my wife."
"Is there a phone anywhere?"
 "Είναι ο Πήτερ Άιζντελ-Κάρπεντερ εκεί?"
"Anybody got a pen?"
 "What time is it?"
"Is New York ahead or behind?"
 "Can I hire a car there, from here?"
"Is it sunny in Los Angeles?"
 "Will my hair dryer work in Minnesota?"
"I can't find a porter."
 "My aunty's gone missing."
"Will they have any dominoes on board?"
 "Are there any seats in non-smoking?"
"What's for dinner in First?"
 "What film are they showing?"
"Is there a nice restaurant in Toledo?"
 "How do I get into town from JFK?"
"My case is too heavy"
 "How far is Philadelphia?"
"Is it on time?"
 "Can I change this non-changeable ticket?"
"Can I choose my seat after I get on board?"
 "I'd rather sit at the back of the plane."

"Can I order a special meal?"
"I can't find my boarding card."
 "What star sign is the pilot?"
"I need to send a fax."
 "Is there a wheelchair somewhere?"
"Is there a lift?"
 "Do I have to be X-rayed?"
"Please, somebody."
 "Which way now?"
"My seat's supposed to be reserved."
 "Will they wait for me?"
"Can I change my money here?"
 "What's going on?"
"How many bags am I allowed?"
 "What's the code for Dayton, Ohio?"
"Is it too late to order a kosher meal?"
 "What escalator?"
"Can I leave my rented car keys with someone?"
 "Maybe someone will change seats with me?"
"Will we all be able to sit together?"
 "Can my son sit in the cockpit?"
"Is it too late to change my flight?"
 "Is it too early for the bar?"
"Will there be any film stars in First Class?"
 "Who won last night's ball game?"
"I didn't hear that."
 "Is it are not my wife's ticket here to pick up. ¿Qué?"
"How do I make my connection in New York?"
 "Help!"

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our 6 daily flights to the USA, and your passport disappears, or your mother-in-law needs some elastic in a hurry, you know who to turn to. The person in the white jacket. With the red carnation in the buttonhole.

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TECHNOLOGY

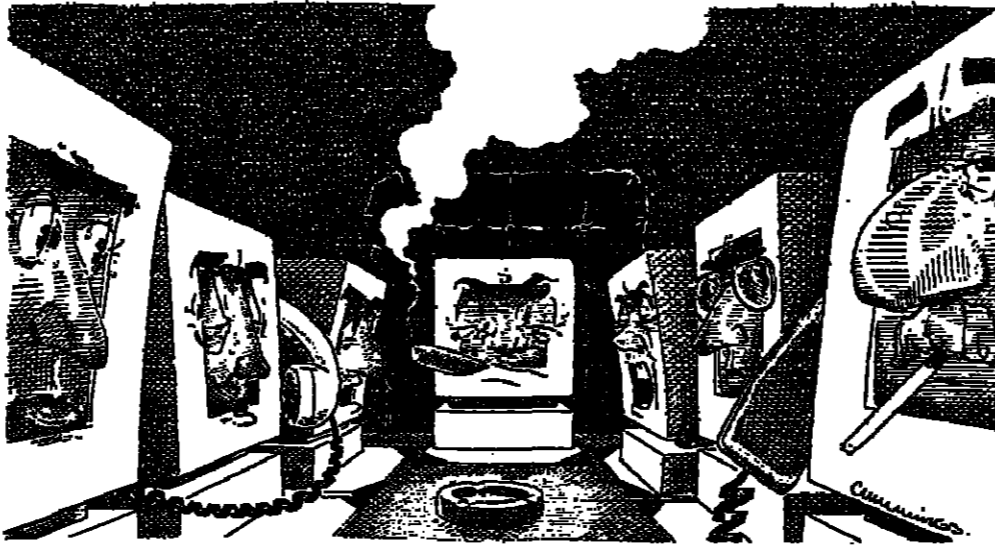
Hugo Dixon describes BT's digital network that will send data, voice and graphics over the phone

A picture tells a thousand words

An advanced telecommunications system being launched by British Telecom next April could put an end to the costs of physical communication and the ineffectiveness of communicating with an ordinary phone. The new system, called Integrated Services Digital Network (ISDN), is the fulfilment of a long-cherished dream among engineers of being able to combine pictures, data and voice traffic over the public telephone network.

ISDN will enable executives to carry out a desk-top conference without leaving their offices. It will also allow people to send documents, pictures and graphics over computer screens, make amendments and talk to one another. Desk-top conferencing is only one application of ISDN. The system will also allow people to send each other high-speed faxes, consult image data bases in remote locations and communicate via picture phones.

ISDN is the next big step in telecommunications, bringing to the customer the benefits of the huge investment in digital or computerised telephone exchanges that has occurred in Britain and elsewhere during most of the 1980s. Currently the vast majority of people are connected to their local exchanges by old-fashioned transmission technology. The new digital connections will retain the existing copper wires but, by adding special electronic black boxes at each end, they will allow a range of clever services to be offered. One benefit of the new system is that calls will be connected more rapidly than before and, once the connection has been made, the sound will be clearer.



STC, the UK electronics group, and expects to use them up in the first 18 months after the system opens. Because only a proportion of its exchanges are digital, ISDN will not be available on a nationwide basis from day one, although 90 per cent of businesses should have access by the end of next year. The costs for using ISDN will be the same as BT's normal call charges. However, there will be a premium - so far unspecified - for connections and line rentals. On top of this, customers will either have to buy new terminals or pay for their existing terminals to be adapted to ISDN. For example, ICL, STC's computer subsidiary, is charging £2,000 for a package to convert an ordinary personal computer into a desk-top conferencing terminal.

Large construction projects, such as the Channel Tunnel or the development of Canary Wharf in London's Docklands, could benefit because architects, builders and financiers would be able to examine and discuss new designs over a telecommunications link. Similarly, there could be applications in education, with professors giving lectures to students in remote classrooms. And politicians may derive benefits from being able to discuss the text of a sensitive speech or manifesto via a telecommunications link.

More generally, ISDN will make scarce expertise more widely available, according to Dermot McCarthy, network marketing manager of ICL Financial Services. That expertise could either be a living expert or an expert system - a computerised simulation of an expert. In the longer run, technological advances and economies of scale are likely to bring ISDN within range of the ordinary residential consumer. By the mid-1990s BT expects the price of an ISDN line - with its two "B" channels and one "D" channel - to have fallen below the price of two ordinary phone lines. ISDN would be the normal choice for a customer wanting more than one line. At around the same time, picture phones will probably be available at a reasonable cost, though it remains to be seen whether people want to see moving pictures of each other when they make a call.

Reliance puts the machines in order

China's entry into the cheap end of international photographic film market and Kodak's attempt to hold on to its strong position at the top end of the market depend on sophisticated electronic control of the film production equipment. Both the Shanghai General Photosensitive Film Factory and Kodak's UK plant in Harrow, west of London, are installing a digital Distributed Control System (DCS) from Reliance Electric, the US-based electrical equipment company. DCS and similar control systems supplied by other electrical companies such as GEC, Siemens and ABB go a step beyond the programmable logic controller (PLC) which is commonplace in modern factories. DCS is an industrial computer that co-ordinates up to 50 machines working together in complex manufacturing processes.

DCS was developed during the mid-1980s in the US. One of the first applications was to control the movement of one of NASA's mobile service towers at Cape Canaveral; the 2,000-ton tower has to move away from the launch pad at 50 feet per second with less than an inch side-to-side slew. DCS is now being sold by Reliance subsidiaries worldwide, both to end-users such as Kodak and to "original equipment manufacturers" (OEMs) which incorporate DCS in their own production machinery. The price ranges from about £30,000 for a system controlling three machines to more than £1m for a network of 40. Two of the largest OEMs in the UK are the Bronx Engineering company of Stourbridge (part of the Verson International group) and Salem Herr-Voss of Derby (a subsidiary of the US-based Salem corporation). Bronx specialises in installing "colour coating" machinery which enables steel companies to sell pre-painted metal coils to domestic appliance manufacturers. Eleven of the 12 colour coating lines built by Bronx have Reliance control equipment; the customers include Tubisud in Italy, Decocolor in Belgium and Hoogovens in the Netherlands. Salem Herr-Voss also makes equipment for the steel industry, concentrating on strip mills. Recent large projects with DCS include a stainless steel slitting line (which cuts down the width of steel strip) for Krupp Stahl of West Germany and a tension levelling line for British Steel.

Clive Cookson

Although British Telecom is now moving ahead with implementing Integrated Services Digital Network, it is France Telecom that is leading Europe in rolling out the new system combining picture, data and voice traffic down a single wire. Its ISDN system, Numeris, began in Brittany in December 1987 and is accessible to 50 per cent of French businesses. By the end of next year it will be available nationwide.

The fast deployment of Numeris is the latest example of the pride with which the French take in the development of their telecommunications infrastructure. It has also been helped by the fact that France was one of the first countries in the world to convert its old telephone exchanges to modern digital exchanges, which are a prerequisite for offering ISDN. By 1990, 75 per cent of local exchanges and 81 per cent of transit exchanges will be digital.

While ISDN is clearly technologically superior to the ordinary phone service, an international debate still rages over whether anyone really wants to use it. Its success seems to depend on two factors: whether it makes possible a range of genuinely useful applications; and whether the charges are reasonable compared with the ordinary phone service. France Telecom does not yet have any definitive answers to either of these questions. But its strategy for implementing Numeris is designed to minimise the risk of failure. The first stage, explains Jean-François Temine, director of Numeris, is to promote the development of imaginative applications by forming partnerships with the private sector.

The average cost of developing each application is FF10m-FF12m (£100,000-£200,000), of which France Telecom would typically contribute about a third. Each application would normally be developed for a particular company or industry. However, France Telecom publicises the benefits of each partnership with the aim of persuading other companies with similar needs to embrace ISDN. So far, about 40 applications have been developed in this way and about 1,500 customers are connected to the network. Typical examples include: a database containing pictures of houses for sale, which estate agents can show their clients over a computer screen; the use of slow-scan cameras to provide tele-surveillance; and the transfer of X-rays and other medical images in emergency cases.

The first stage has concentrated on transmission of images and documents. But Temine expects Numeris to take off from next year when the second and third stages are reached. The second stage will be to see if companies can replace their private telephone exchanges. New computerised exchanges will be adapted to ISDN as a matter of course, says Temine, and companies will therefore have an incentive to connect to the Numeris service. Although this may cost them a little more than using the ordinary service, he thinks companies will be attracted by the ability to send information at much faster speeds and by the intelligence and flexibility of Numeris. The third stage, which Temine also thinks will begin in 1990, will be the use of ISDN to connect to computers. Although corporations will still use

private telecommunications networks to connect their main sites, smaller offices will get access to the main computer data bases via Numeris. Initially, the price for using Numeris may deter widespread usage. France Telecom is charging FF7675 for installing a line and FF300 as a monthly subscription. Voice calls cost the same as a normal call but if the system is used to carry data there is an 80 per cent premium. On top of this, customers either have to buy new equipment or convert their existing equipment to work with Numeris. An interface for a personal computer costs a further FF300 a month. Temine says these costs will fall rapidly once the service becomes established on a wider basis and economies of scale are built up. But that depends on enough people being attracted at today's prices.

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ARTS

Mascagni's masquerade

TARRYTOWN, NY

Is there an opera composer whom our historically minded age has not got round to reviving? Mascagni's Le maschere has just had its American premiere...

The opera was a flop. Illica's libretto is a commedia dell'arte romp, ill-constructed, unfocused, and rather silly.

The performance was given by the Westchester Opera, in the pleasing 1880 theatre of Tarrytown, on the Hudson just north of New York.

Le maschere is a breath with cost, but it is a subtler, however, and the various work than was here apparent. Emotion and lushness, in quicksilver transition and even in combination, need to be balanced.

Andrew Porter

TELEVISION

Common sense brought into the House

Remember the televising of the House of Commons? You know that place full of green leather benches with a presenter in a full length wig...

But the speed with which the whole thing seems to have been accepted by viewers is a surprise.

Several points have quickly become clear. The uninterupted satellite coverage is a worthy initiative.

As the Canadians predicted, British MPs are "doughnutting" (forming a stodge circle around the current speaker to give the camera a shot).

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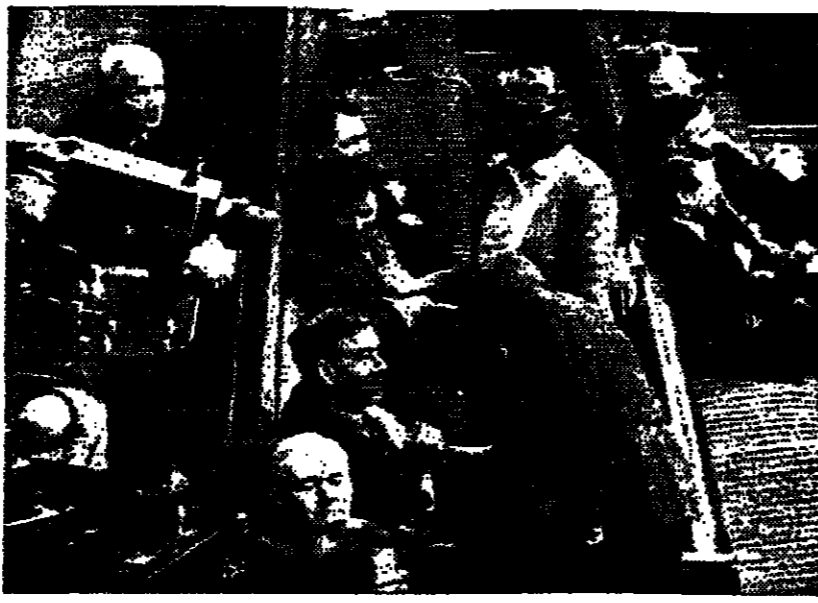
Sirry Ella Magnus

WOMEN'S HALL

From being an award winner at Aldersburgh a few years ago, the Icelandic mezzo-soprano Sirry Ella Magnus has moved on to a varied career.

At her Wigmore Hall recital on Monday she displayed a quite sizeable voice, handsome in its own way.

This was a shame, as it was here that she introduced us to a selection of songs from her own country.



Cameras in parliament: "doughnutting" seen to little effect

You get a better idea of the diversity of the UK from the Commons coverage than from the rest of television.

However, the question raised most frequently about the televising of the House is whether it will change Parliament, Parliamentary procedure, and even the politicians themselves.

Of the fact that the cameras will cause change, there can be no doubt. They have already done so.

During A Week In Politics, Vincent Hanna (looking like the "After" picture in one of those ads) and consequently almost unrecognisable, suggested to Sir Peter Emery, chairman of the Commons Procedure Committee, that it might be time for MPs to abandon some of their more baffling anachronisms.

To those who have been following the televising of the House this must have sounded a rather sensible suggestion since there were several examples in

some hitherto unnoticed backbench MP turned out to be a television natural whose career was greatly boosted by his "performances" in front of the Commons cameras.

The worst sin of all, we are told, is that instead of conveying the full complexity and gravitas of Parliamentary proceedings to the public, television will reduce the entire business to "sound bites".

Parliament is not there to perpetuate quaint traditions, nor even to serve some abstract ideal called "democracy". It is there to serve us, the electorate.

It has become clear that - just as the Jeremiahs warned us - the politicians who were already favourites with the broadcasters will prove to be most effective in front of the Commons cameras.

Parliament is not there to perpetuate quaint traditions, nor even to serve some abstract ideal called "democracy". It is there to serve us, the electorate.

But suppose it was: imagine that the opening few days of Members forgetting the correct form of words and stuttering or stopping entirely.

Ode to St Cecilia

THE PLACE

A dust-sheeted room with billowing net curtains is the setting for Steve Shill's profoundly resonant exploration of cultural redundancy.

Disoriented and forgotten, their heavy-lidded eyes and slumped shoulders the dispossessed: a game of ball becomes a grim expression of sexual violence between a man and a woman who have forgotten how to communicate.

Richard Fairman

All-Asian Tartuffe

The National Theatre is mounting a mobile production of Moliere's Tartuffe, directed by Jatinda Verma in his own adaptation and with an all-Asian cast.

Barnaby and the Old Boys

VAUDEVILLE THEATRE

The cheer one feels rising in the gorge at the sight of a new play on a West End stage with a cast of ten characters is promptly stifled by the play itself.

The doctor is Barnaby, a strapping black athlete whom Hywel cheerfully introduces, as if out of a hat, to his two brothers.

The play is riven with a cloying, recidivatory sexual angst of a dingy olive interior, a home of two knocked together railway carriages.

Who needs it, nudge nudge, with this contemporary tribal ritual of Christmas and its Old Boys rugby match and subsequent party, with chaps in fancy dress frocks and women slipping Scotch before breakfast?

It is like Ayrckbourn's Christmas

Christopher Dunkley

Michael Coveney

MICHAEL COVENEY

clumping as the jolly, sturdily-shod fairies as they begin to dance their Disney-like as Sue Blane's fairy set with its tree-world of old bikes, hardware and musical instruments.

The children are enchanting, as are the tiny asses' heads the fairies sport in deference to the current favourite - Bottom's own donkey's head is the best.

The children are enchanting, as are the tiny asses' heads the fairies sport in deference to the current favourite - Bottom's own donkey's head is the best.

There was plenty of excitement at Sotheby's especially in the bidding for four Hebrew manuscripts which the British Rail Pension Fund had acquired in the late 1970s from the collection of David Solomon Sassoon.

Phillips had its best ever Old Master sale with a total of £2.6m, but its highlight was an auction record for a bicycle - £22,000 paid for a BSA Otto Bicycle (sic) of 1881, which naturally had no handlebars.

Antony Thorncroft

A Midsummer Night's Dream

BARBICAN THEATRE

John Caird's production of The Dream arrives from Stratford as richly festooned with period as that famous moonlit bank with vegetation; and equally heavily garlanded with gimmicks, cluttered with comic business, aphorized with ideas.

The Brideshead style is suitable for the young lovers. This is a Commen ball night's dream. Lysander has won Hermia with toys and dolls - Amanda Bellamy's sometimes inaudible romantic twittering makes a childish game of elopement, just as the other young people's pyjama-clad woodland wanderings seem apt to a midnight jape.

The children are enchanting, as are the tiny asses' heads the fairies sport in deference to the current favourite - Bottom's own donkey's head is the best.

Martin Hoyle

Record for reduced 'Rape'

A bronze group of the "Rape of a Sabine," 23 1/2 inches high, by the late 18th century Florentine master Giambologna sold for £2.75m at Christie's yesterday to an anonymous telephone bidder.

The bronze is a reduction of Giambologna's most famous marble sculpture, of three bodies intertwined, the Roman carrying off the girl above the head of a crouching bearded Sabine, which has been a landmark in Florence since 1583.

Giambologna also proved the inspiration for the second most expensive lot in the sale, a marble group, eight feet high, of Samson bludgeoning the Philistines, produced in Florence in the early 18th century by Vincenzo Foggini.

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Antony Thorncroft

ARTS GUIDE

THEATRE

London

Jeffrey Bernard is Unwell (Apollo). Brilliant performance by Peter O'Toole as an alcoholic journalist who embodies a Falstaffian, nay-saying life force while committing public suicide by vodka.

New York

Beldi Chronicles (Plymouth). Wendy Wasserstein's award-winning drama covering 20 years in the life of a successful American baby boomer goes from support actor Eugene McCarthy's presidential aspirations to electoral ambitions in the 1980s, accompanied by the musical and emo-

ional flavour of the period (238 6200). Sweeney Todd (Circle in the Square). An intricate production of the Sondheim-Wheeler musical in contrast with the elaborate original a decade ago emphasizes the descent into madness of Bob Gunton as the demon barber of Fleet Street (289 8200).

Chicago Driving Miss Daisy (Brar Street). The touching relationship between a dowager, played in this production by Dorothy London, and her black chauffeur exposes the changes in the South over the past several decades (346 4000).

Tokyo Kabuki. At the National Theatre (265 7411). Hotokeba (also known as Sumitogayasu). Living National Treasure, Baike, leads a top-rank cast in a lively lowlife piece

Rigo's majestic sweep of history and pathos brings to Broadway lessons in pageantry and drama (239 6200). M. Butterfly (Eugene O'Neill). The surprise Tony winner for 1988 is a somewhat pretentious and obvious meditation on the true story of the French diplomat whose long-time mistress was a male Chinese spy (246 0220).

Chicago Driving Miss Daisy (Brar Street). The touching relationship between a dowager, played in this production by Dorothy London, and her black chauffeur exposes the changes in the South over the past several decades (346 4000).

Tokyo Kabuki. At the National Theatre (265 7411). Hotokeba (also known as Sumitogayasu). Living National Treasure, Baike, leads a top-rank cast in a lively lowlife piece

about a con-man who disguises himself as a priest. At Kabuki-za (641 3131): two mixed programmes at 11am and 4:30pm, featuring mainly young kabuki actors. Both theatre have helped English programmes and earphone commentary (Victoria).

Chicago Driving Miss Daisy (Brar Street). The touching relationship between a dowager, played in this production by Dorothy London, and her black chauffeur exposes the changes in the South over the past several decades (346 4000).

Tokyo Kabuki. At the National Theatre (265 7411). Hotokeba (also known as Sumitogayasu). Living National Treasure, Baike, leads a top-rank cast in a lively lowlife piece

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Anatole Kaletsky argues that it is worth supporting perestroika

Helping Gorbachev through the winter

The lifting of the iron curtain has been the happiest event in post-war Europe and may be one of the watershed in the whole history of mankind...

Oppression, robbery or corruption - and that remains a widespread attitude to market mechanisms today. It would not be at all surprising, therefore, if one of the first acts of a post-Gorbachev regime were the repression of co-operatives, private farmers and ethically suspect "speculators" and "exploiters"...



Working. If he can stabilise the economy and control inflation, his reconstruction might actually have a chance of success. Mr George Soros, the Hungarian-American financier who has been as involved as anyone in the liberalisation of Eastern Europe...

nuclear destruction. The same calculation can also be seen in a more positive light. The cost of helping Russia must be set against the cost of defending the world against her; \$25bn is a very modest figure when compared with the US defence budget of \$90bn...

Composite rate tax

Time to reform a tax on the poor

By Michael Saunders

The poorest people in Britain are unnecessarily paying £450m in tax each year. This is the result of the composite rate scheme, under which tax is deducted at source on interest-bearing bank and building society deposits...

taxpayers need not suffer: they have the option of investing in National Savings, on which interest is still paid gross, and can thus avoid paying composite rate tax. However, it is clear that these arguments are contradictory...

addition of around 3.5m non working spouses with the introduction of independent taxation in 1990. Fully one third of the adult population will then be unnecessarily subject to composite rate tax...

The low National Savings interest rate is an implicit tax on those investors who have no alternative

the Government, but is a transfer from non income taxpayers to basic rate bank deposits. Advocates of the composite rate scheme argue that it has two main advantages: it simplifies the tax system and reduces the costs of tax collection...

15.5m adults will pay composite rate tax unnecessarily if they save in a bank or building society

If this required an extra 1,000 inland Revenue staff, then it might increase the administrative costs of the collection by perhaps £20m (at £20,000 per person). It could be argued that this money would be better saved and used elsewhere...

LETTERS

Dithering

From Mr Michael Gayford. Sir, Great things are happening in Europe. Eastern countries are likely to embrace democracy at undreamt-of speed...

'A mildly successful prison economy'

From Mr Richard Lucas. Sir, Nicolas Travers takes me to task for arguing that East Germany (GDR) does its citizens a great disservice by inflating the GDR's money supply...

Mark dealings. For western banks to carry on buying soft marks, they must have offered substantial discounts to the existing street prices. As systematic net seller, the GDR Government was in no position to manipulate the market...

In China the process has been temporarily stalled

From Mr C. Liu. Sir, Day after day, newspaper headlines and television coverage focused public attention on the courageous advances made possible by mass outbreaks in the countryside of eastern Europe...

ple have paid and continue to pay dearly for their outbreak. It is not inconceivable to argue that the events of May and June in China, with a price paid in blood and heavy political repression, contributed not insignificantly to the tremendous advances being made in eastern Europe today...

Economic pressure and physical force put the Wall up, and turned it into a mildly successful prison economy through paying the inmates in non-convertible currency. The corruption trials now demanded will show that the leaders of that country cynically plundered their citizens through debasing the soft Mark...

During May and June the sacrifices of the Chinese students and their supporters captured the hearts and imagination of millions of people all over the world, especially, as recent events indicate, those millions in eastern Europe. It is therefore regrettable that coverage of eastern European developments by the press has failed to bring the Chinese dimension - with the heaviest cost paid so far - into the picture.

Brotherhood is equal

From Miss Janika Bömers. Sir, Martin Wolf's article on the possibility that West Germany might become an eastward-turning colossus puts forward a fine reworking against this (November 30). But being German myself, I cannot help getting tired of media talk about German reunification or, worse, the addition of East to West Germany.

Other London sites cry out for demolition

From Mr Richard Miles. Sir, Mr Peter Palumbo, patron of the arts and chairman of the Arts Council, is the last person on earth who should be seeking to demolish eight listed buildings in the heart of the City. His doing so will only promote architectural philistinism - which needs no encouragement in the UK.

Mr Palumbo would doubtless argue the merits of the building he proposes to replace them with. This ignores the fact that, quite independent of the quality of the new building, replacing good architecture involves not only losing something of quality, but also reduces the pressure on the many sites in London which cry out for demolition and redevelopment.

Mr Palumbo should refurbish the Roultry site, sell it, and spend the proceeds on buying and redeveloping the ugliest piece of 1960s planning he can find. This would satisfy his aesthetic sense as well as his business sense - a useful quality in a patron of the arts, if it is tempered with respect for what already exists.

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FINANCIAL TIMES COMPANIES & MARKETS Wednesday December 6 1989

NOMURA Local Commitment Global Capacity

INSIDE Atchoo...and now for the profits from GEC Lord Welstock has a heavy cold...

Squid pro quo Not since the days of Captain Nemo has squid caused so much trouble...

The bumpy road to Rio What a year. Not many Brazilian investors will forget 1989...

Fighting talk from Daiwa It is easy to upset Masahiro Dozen (left)...

Usinor buys CMB's tinsplate unit

By George Graham in Paris USINOR Sactilor, the French state-owned steelmaker, is to buy the tinsplate manufacturing subsidiary of the Franco-British CMB Packaging...

Former Nixdorf director to head Porsche

By Andrew Fisher in Frankfurt MR ARNO BOHN, 42, former marketing director of the ailing Nixdorf computer company, will become the next chief executive of Porsche...

Renault and Volvo scale down merger proposals

By William Dawkins in Paris RENAULT and Volvo, the French and Swedish car and truck makers, have scaled down far reaching talks on a possible merger...

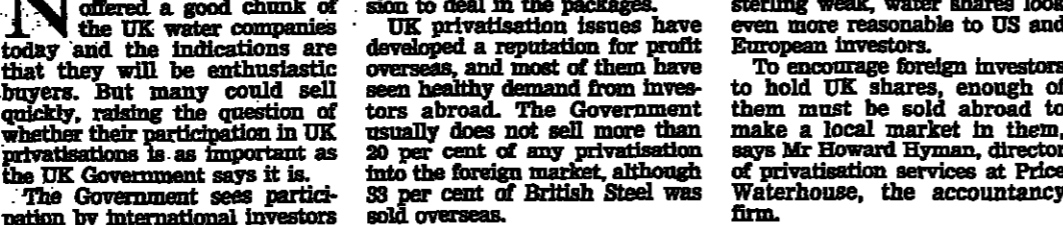
Offer in UK likely to be over-subscribed

By Clare Pearson in London THE offer for sale of shares in the 10 water companies of England and Wales looked likely to be over-subscribed yesterday...

Keeping water flowing out from its source

Deborah Hargreaves on the Government's efforts to stop water shares sold abroad returning to the UK

Liquid stock: Michael Howard, environment minister, announcing the water share price



Liquid stock: Michael Howard, environment minister, announcing the water share price

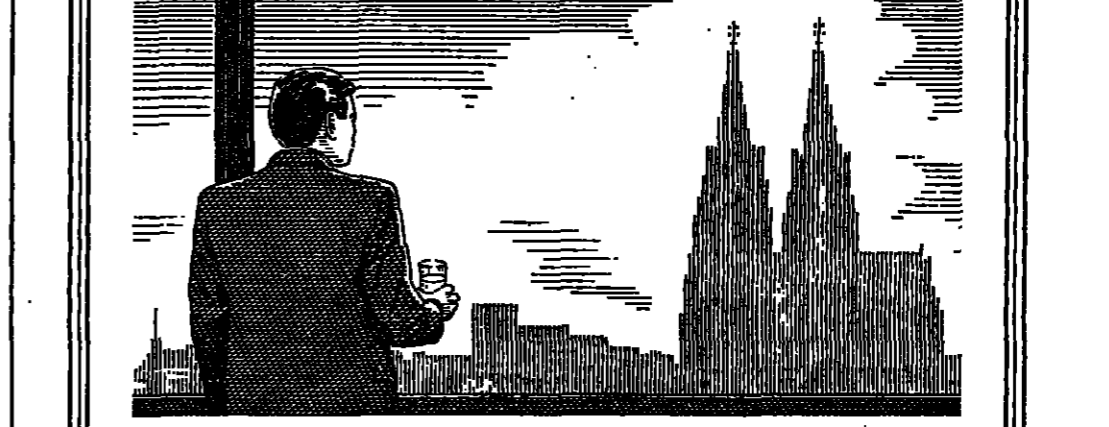
Market Statistics table with columns for Base lending rates, Benchmark Govt bonds, European options, etc.

Companies in this section table listing various companies like Abu Dhabi Inv, Allied Colloids, Alphameric, etc.

Chief price changes yesterday table with columns for FRANKFURT (DM), PARIS (FF), etc.

LONDON (Pence) table listing various stocks like BHP, BP, British Airways, etc.

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INTERNATIONAL COMPANIES AND FINANCE

Bank merger inside deals ruled out

By Stefan Wagstyl in Tokyo

THE TOKYO Stock Exchange has found no evidence of insider dealing behind a sudden surge in share prices ahead of the announcement in August of the planned mega-merger between Mitsui Bank and Taiyō Kobe Bank.

The stock exchange yesterday said the investigation was complete and the results had been sent to the Ministry of Finance, which would decide what to do next. The stock exchange said it had done its best in investigating the allegations.

The failure to find evidence

could expose the Japanese authorities to renewed foreign criticism of trading practices in the Tokyo market.

Foreign pressure was largely responsible for pushing Japan towards passing a new law in April that outlawed insider dealing. It specified that company employees and others who might know in advance of corporate moves including mergers would be guilty of insider trading if they took advantage of their information to trade.

The shares of both Taiyō Kobe and Mitsui rose sharply

in the last trading day before the merger was announced. The stock exchange started an investigation immediately after the merger was made public.

Brokers told investigators that many orders for Taiyō Kobe shares were handled by Shinsei Securities, affiliated to the bank. Ichino has said these orders were stimulated by a routine recommendation of Taiyō Kobe stock.

A senior Ministry of Finance official said insider trading was not well understood in Japan. Even though the law was in place it would take time before

it would be effective. His comment is borne out by the fact that newspapers frequently referred to the Recruit scandal as an affair involving insider dealing - even though it actually concerned the sale of shares on favourable terms of an unquoted company. No insider dealing - indeed no stock market dealing of any kind - was involved.

Several other stock exchange investigations into suspicious price movements, carried out since the new law was passed, have also produced no evidence of insider dealing.

Sony details European expansion programme

By Alan Cane

SONY of Japan yesterday announced plans to secure an average 5 per cent share of the European market for workstations within two years.

In countries such as France and Italy where competition is weak and demand high it said it believed it could take up to 10 per cent of the market.

Workstations are high-performance personal computers used by scientists and engineers for tasks such as computer-aided draughting and complex calculations. The market leaders are Hewlett-Packard and Sun Microsystems of the US.

Workstations are one of the fastest growing areas of the world computer marketplace. In the UK alone, the total market is expected to grow from £400m in 1988 to £600m (£635m) in 1991.

Mr Masato Nakamura, Sony's European general manager for the computer industry, said the company believed it was an area where Sony could become one of the leading players.

Italian journalists strike for curb on Berlusconi

By John Wyles in Rome

FEARS that Mr Silvio Berlusconi may soon add control of the Mondadori publishing group to his dominant position in Italian commercial television have sparked strike action by Mondadori journalists. Political demands for an anti-trust law to curb media concentrations were growing yesterday.

La Repubblica, Italy's best-selling national daily failed to appear yesterday because of action by journalists loyal to their founding editor, Mr Eugenio Scalfari, although he was instrumental in selling the newspaper to Mondadori last June.

Journalists were also organising protest stoppages throughout Mondadori. Italy's largest publishing group.

Mr Scalfari, who is now a member of the Mondadori board, told his staff on Monday that a new management regime would have to sack him, because he would not resign.

The possibility has aroused considerable glee in that wide swath of the Italian political

establishment which has been lashed by Mr Scalfari's pen since he founded La Repubblica in 1976.

Only the Communist Party and left-wing Christian Democrats (DC) appear serious about organising an anti-trust defence against Mr Berlusconi, since without Mr Scalfari they would be left without any real friends in the national press.

Italy does already have a law against concentration of newspaper ownership, stating that one proprietor may not account for more than 20 per cent of circulation. This has not been applied in recent years against Fiat's control of both La Stampa and Corriere Della Sera, though.

Nor would it affect Mr Berlusconi, whose only newspaper is Il Giornale, which has a relatively low circulation. The DC leadership in the lower parliamentary house decided yesterday to devise anti-trust clauses for the media for insertion in a general anti-trust bill which is still in committee.

Mr Carlo De Benedetti, was yesterday preparing for a meeting tomorrow of the Mondadori board, which is guaranteed to go smoothly following the resignation last weekend of the Formenton family representatives. Comprised entirely of 10 De Benedetti representatives and supporters, the board will call a special shareholders meeting to decide on a capital increase.

Mr De Benedetti is confident that this exercise will yield him full control of Mondadori because of the structure of the company's capital, which is nearly equally divided between ordinary and privileged shares. The Amef holding company, now controlled by the Formenton-Berlusconi axis, has 50.3 per cent of the ordinary shares, but, as far as is known, none of the privileged.

Mr De Benedetti has 17.1 per cent of the ordinary and 71 per cent of the privileged. If both sides fully underwrite their entitlement then Amef would lose its majority of ordinary shares to Mr De Benedetti, whose crucial card is his control of privileged shares.

British Land suspension stirs speculation

By Paul Cheeseright, Property Correspondent

BRITISH LAND, the fifth largest UK property group, will unveil today a scheme which it says "will maximise shareholder value" and may involve some capital restructuring.

Dealings in British Land shares were suspended yesterday morning after they had risen 14p to 269p, pending an announcement of proposals which "do not involve an offer for the company".

Speculation in the City quickly centred on the possibility that British Land would be selling Plantation House, its most famous and obviously tradable asset, probably for about £350m.

Plantation House and adjacent buildings owned by British Land provide more than 500,000 sq ft of office space in the City of London. There has been chatter for some years

that Mr John Ritblat, the British Land chairman, would sell the property to a foreign buyer.

But the Stock Exchange is reluctant to suspend share dealings and such suspensions are now rare. It seems unlikely that trading in British Land shares would have been stopped for a single property sale, even though that property represents a hefty chunk of British Land's £3.45bn portfolio.

In this case, British Land's proposals "to maximise shareholder value" probably involve either the sale of Plantation House or other properties as part of a wider scheme or a restructuring of the group's capital.

In either event the underlying motive would probably be to raise the value of British Land issued securities to a level around that of the

group's net asset value.

British Land's last published net asset value was 531p a share and it is reasonable to assume that this figure would rise during its financial year, to next March, to between 500p and 590p. Recently, though, British Land shares have been trading, in common with those of other large property investment groups, at a discount of 40 per cent to their net asset value.

One way of increasing British Land's value to its shareholders would be to sell British Land properties into a fund, possibly financed by leading overseas institutional investors from the US and Japan, in which British Land would have an equity stake and a management role.

This would release cash for investment during a period

when the downturn in the market suggests there might be forced sales. At the same time, it would give British Land a stake in future lifts in the value of the properties.

But British Land might also have been contemplating a degree of unbundling, by dividing off properties or groups of properties. A new capital structure could be created with British Land in the middle, holding stakes in a variety of smaller companies.

The stock market has suspected that something is in the offing. Since Monday of last week, when British Land shares closed at 296p, the price has risen sharply. Between then and yesterday, British Land's market capitalisation increased from £655.5m to £807.5m, prompting the suspension of the shares.

Perrier to take Pepsico to court

SOURCE PERRIER, the French bottled water group, plans to file a lawsuit against Pepsico of the US for terminating its franchise contract with the French group, Rester reports.

Mr Frederick Zimmer, Perrier managing director, said: "We have notified Pepsico that we are seeking financial compensation for illegal termination of contract because Pepsico has waged a denigration campaign detrimental to Perrier's image."

Pepsico cited poor sales as the reason for terminating its franchise with Perrier.

Akzo sells 85% stake in unit to Agiv

By Laura Raun in Amsterdam

AKZO, the Dutch chemicals and fibres group, is selling a majority of Barmag, its machinery manufacturing subsidiary, to a group made up of Agiv, the Frankfurt-based industrial company, and unidentified investors.

Akzo refused to disclose the sale price of the unit, which has long been mooted as a disposal candidate, but securities analysts estimate that the 85 per cent stake in Barmag is going for somewhere between F1300m (\$149.4m) and F1500m (\$249m).

The Agiv consortium is buying the majority stake with effect from January 1 1990, while the remaining 15 per cent will remain in Akzo's hands.

Barmag, which specialises in textile and plastics machinery, hydraulics and high-performance automotive products, is based in Remscheid, West Germany. It posted sales of DM720m in 1988 and employed 4,100 people.

Long targeted for disposal, it is viewed as falling outside Akzo's core activities of spe-

cialty chemicals, specialty coatings, pharmaceuticals and advanced fibres.

Agiv, with sales of DME.47bn and 28,000 employees in 1988, already holds majority interests in machinery factories of Carl Schenck in Darmstadt and Andritz in Graz, Austria.

Barmag has long been part of the Akzo group, which is the result of an amalgamation of Dutch and German chemicals and fibres companies.

The agreement between Akzo and Agiv is subject to approval by the authorities.

Control of La Cinq contested

By William Dawkins

MR Jérôme Seydoux, chairman of Chargeurs, the French transport group, last night launched an appeal against a court decision awarding control of La Cinq, the loss-making private television channel, to Mr Robert Hersant, the French media baron.

The Paris Commercial Court had earlier ruled that Mr Silvio Berlusconi, the Italian commercial television magnate, had acted illicitly in trying privately to get control of a block of shares that would have given his camp effective dominance over La Cinq.

Mr Berlusconi owns 25 per cent of the equity, the maximum single stake allowed under French broadcasting industry law, while Chargeurs holds another 6.9 per cent.

Mr Berlusconi had tried last October to transfer to Chargeurs a pivotal 16.2 per cent stake, owned by the Mutuelles Agricoles insurance company, which was prepared to sell to

his camp, thus giving the Italian businessman and his supporters 48.7 per cent control.

However, all of La Cinq's shareholders should be allowed the right to offer for Mutuelles Agricoles shares, ruled Mr Philippe Granjean, chairman of the court. This implied no judgment on the relative management merits of the opposing camps, he said.

Until Chargeurs' last-minute announcement, this seemed to have brought to an end one of the most colourful battles in the volatile French television industry.

Mr Berlusconi wanted control because he objected to the management style of Mr Hersant, who is also proprietor of Le Figaro, the right-wing newspaper.

The Italian held him responsible for larger-than-expected losses of FF2.2bn (\$362m) since La Cinq started broadcasting in early 1987.

Mr Hersant, who owns 25 per cent, has the backing of Mr Jean-Marc Vernes, the leading French banker, with 10.8 per cent, making him the most powerful figure as long as the court decision against Mr Berlusconi stands.

The financial newspaper Les Echos, owned by UK group Pearson to which the Financial Times belongs - holds another 3.67 per cent stake, which it also wants to sell.

La Cinq's popularity has grown recently, and it now accounts for 15 per cent of a market served by seven television stations. However, it has regularly broken official limits on advertising times and the broadcasting of non-European programmes such as US thrillers.

● Compagnie Financière de Suez, the French holding company, said Japan's Chiyoda Mutual Life Insurance had bought an 0.84 per cent stake in Suez's capital in a block trade, Rester reports.

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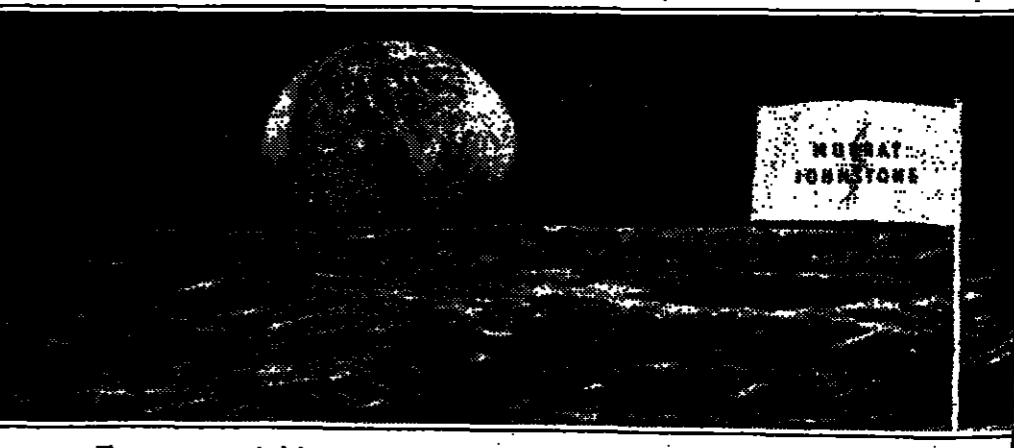
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INTERNATIONAL COMPANIES AND FINANCE

Deere reports big increase in US farm sector buying

By James Buchan in New York

DEERE, the leading US maker of farm machinery, yesterday reported sharp increases in sales and net income for its fourth quarter to October because of good demand from farmers in the Mid-West. But profits were held back by a factory strike and were a little less than Wall Street had hoped.

Deere, based in Moline, Illinois, said earnings in its fourth quarter to October rose 28 per cent from the 1988 fourth quarter to \$10.2m or \$1.37 a share. Sales of farm and industrial equipment to dealers rose 17 per cent to \$1.74bn.

The strong fourth-quarter performance helped lift earnings to \$360.2m or \$5.06 a share, up 21 per cent from 1988 as a whole. Sales of equipment were up 16 per cent at \$6.23bn.

In the fourth quarter, which spanned the main harvesting season, profits from equipment sales rose 27 per cent to \$63.3m, while earnings from providing credit, insurance and health care went up 42 per cent to \$36.6m. Sales of equipment

advanced 25 per cent in North America in the fourth quarter. For 1989, Deere plans to increase its production tonnage by 5 per cent, with the biggest increases in lawn and grounds care equipment, which were affected by a four-week strike in the fourth quarter.

The company expects retail sales of its farm and industrial equipment - mostly for the construction industry - to rise in North America in the current business year.

Mr Robert Hanson and Deere's chairman said: "The recovery in volume in recent years has been very important to our improved results, and this favourable trend is expected to continue in 1990."

He added that new product start-up costs were largely behind the company.

Under new accounting rules, Deere is consolidating its financial services operations. This did not affect earnings, but means that reported revenues in the fourth quarter and 1989 as a whole were \$2bn and \$7.22bn.

Intel and NEC settle software dispute

By Louise Kehoe in San Francisco

ONE of the most bitter and prolonged legal disputes between US and Japanese chip makers has been resolved in an out of court settlement. Intel Corporation of the US and NEC of Japan have agreed to resolve all outstanding issues in their microprocessor copyright and unfair trade dispute, which began five years ago.

Intel had charged that NEC was infringing its copyrights by cloning the "microcode," or internal software instructions that manage the functions of its 8088 and 8089 microprocessors. The chips are widely used in personal computers.

The case set legal precedents in the area of software copyright by establishing that microcode, although an integral part of a microprocessor,

was protected by copyright. The dispute also came to symbolise a much broader conflict between US and Japanese chip makers involving allegations of "unfair trade" and alleged Japanese copying of US technology.

In a terse joint statement, the companies said yesterday that details of the settlement will not be disclosed. "All remaining issues have been disposed of, the parties have stipulated that the judge's decision will become a final judgment," they said.

An NEC charge that Intel had engaged in unfair competition by casting aspersions on its competitor, suggesting that NEC microprocessors might become the subject of a copyright infringement legal dis-

pute, was to have been tried next month.

In February, Intel suffered a setback in the legal battle when a judge ruled that although its microcode could be the subject of a copyright, the company had forfeited its rights by failing to affix copyright labels to thousands of microprocessor chips.

The judge also ruled that NEC's "reverse engineered" version of the microcode did not infringe Intel's copyrights. Intel had vigorously disputed interpretations of the ruling that characterised it as a defeat. Nonetheless, legal experts said the ruling meant competitors could legally "clone" microcode if they could prove they had not copied the original. Intel said that

although it did not agree with parts of the ruling it had settled rather than continue the costly litigation. The case centres on a "10-year-old product that represents less than 1 per cent of our [annual] revenues," it added.

Microprocessors are one of the few sectors of the semiconductor market in which US companies maintain a significant lead over Japanese competitors. Intel is the world leader in the microprocessor market.

The main question left unresolved by the settlement is whether NEC and other competitors are now free to attempt to "clone" Intel's latest microprocessor products, which represent nearly 20 per cent of its revenues.

Moody's markdown adds to pressure on Bond empire

By Bruce Jacques in Sydney

PRESSURE continued yesterday on the troubled empire of Perth businessman, Mr Alan Bond. The day started badly when US-based Moody's Investors Services lowered its rating on the main Bond beer subsidiary.

Moody's downgraded \$510m worth of Bond Brewing Holdings' subordinated debt to the Ca category, from Caa. The Moody's statement said the downgrading was based on non-payment of a December 1 interest payment on the debt.

"Moody's is continuing its monitoring of the ratings of Bond Brewing Holdings' subsidiary, Bond Brewing Western Australia," the statement said. It was the second downgrading of Bond's beer subsidiaries in a fortnight. Moody's lowered the ratings of both Bond Brewing Holdings and Bond Brewing Western Australia to Caa on November 22.

The latest move comes just three days before the next deadline for Bond Corporation to formally begin the long-delayed sale of its brewery operations to Lion Nathan, the New Zealand brewer.

The brewery deal is due to begin by Bond launching a \$41.60 (\$2.42) a share takeover bid for outstanding shares in its offshoot, Bell Resources.

But Australian stock markets signalled they believed there was almost no chance of this going ahead by marking Bell Resources shares down a further 3 cents to 47 cents. The shares had earlier equalled their all-time low at 43 cents.

Negotiations are continuing between Bond and Lion Nathan on changes which may allow the brewery deal to proceed. But matters may have

been complicated by the move for board control of Bell by its 19.9 per cent shareholder, the Adsteam group, run by high-profile Australian investor, Mr John Spurling.

Bond Corporation shares gained 1 cent to 21 cents yesterday, while Bond Media shares eased 1 cent to 15 cents, still 5 cents above the implied value in the proposed bid for the company from Mr Kerry Facker.

Shares in FAI Insurance, the listed company with the biggest Bond exposure, recovered 25 cents to \$22.40, and the chairman, Mr Rodney Adler, said he was "perfectly happy" with the situation. FAI has loans of almost \$450m to Bond companies, but Mr Adler believes security is adequate.

● Hong Kong-listed Bond Corporation International (BCIL) said it could realise its full asset value in the case of a compulsory sell-off resulting from financial problems faced by its Australian parent, Bond Corporation Holdings, Bester reports.

BCIL said in its 1989 annual report that it "would be able to dispose of its investments in an orderly manner and to ultimately realise their aggregate carrying values."

The restructuring of Bond Corporation, which holds 66 per cent of BCIL, could affect BCIL's investment policies and development plans for a project in Italy, it said.

BCIL bought a 50 per cent stake in a site on the outskirts of metropolitan Rome on March 31 this year for about \$120m and plans to develop a wholesale distribution complex, office and retail shopping centre there.

Mellon Bank to buy 54 US branches from Meritor

By Karen Zagor in New York

MELLON Bank, the big US bank which is expected to post profits this year for the first time since 1986, yesterday said it would acquire 54 branch offices from a unit of Meritor Savings Bank for about \$335m, but not less than \$305m.

Mr Frank Cahonet, chairman and chief executive of the recently restructured Mellon Bank, said the deal would be financed by issuing about \$200m in Mellon common and preferred stock and

about \$100m of subordinate debt. The Meritor branch offices have deposits of about \$5.2bn.

These, Mellon said, would increase its share in the five-county Philadelphia deposit market, the fourth biggest metropolitan area in the US, to 14 per cent from about 5 per cent. The Pittsburgh-based bank added that it would pay a premium of about 6.5 per cent for the deposits. Mr Cahonet said he did not expect any dif-

ference of earnings to result from the transaction in the first three years "on an as-reported earnings basis".

Mellon will receive about \$4.9bn in Meritor assets as compensation for liabilities assumed, including \$2.7bn of US government agency mortgage-backed securities and \$1.5bn of family mortgage loans. Shares in Mellon had slipped 7 1/2 to \$29 at mid-day in New York.

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Australian regulators veto meeting of Qintex

By Bruce Jacques in Sydney

THE National Companies and Securities Commission (NCSC), Australia's corporate regulator, has vetoed plans by Qintex, the failed media and resorts group, to have fees paid to management approved by a shareholders general meeting.

Mr Ray Schoer, the NCSC's executive director, said yesterday such a meeting "would not be appropriate" because it would reverse an earlier decision welcoming the proposal for a meeting from Mr Christopher Skase, the Qintex chairman.

The management fees involve up to \$442m (\$58m) paid to companies associated with Mr Skase and some fellow directors, some of which reflected reimbursement of expenses and payment for other services.

Mr Schoer indicated yesterday that the placing of Qintex Australia and several of its subsidiaries in receivership had put the proposed meeting in a new light. "The commission is reinforced in this view by the possibility that there will be a deficiency of assets over liabilities in Qintex Australia," he said.

● Nippon Shuppan is taking legal action to recover about \$850m it loaned to Qintex, AP-DJ reports.

Nippon Shuppan has filed suit in the Queensland Supreme Court seeking repayment of the loan and interest of around A\$1.74m from the company and its chairman, Nippon Shuppan and Mitsui & Co. of Japan, own 49 per cent of Qintex's Mirage Resorts.

Royal Bank of Canada raises loan provisions

By Robert Gibbins in Montreal

THE Royal Bank of Canada, Canada's largest chartered bank, saw profits drop for the year following a big increase in provisions against Third World loan losses.

The bank posted a net profit of C\$29m (\$47m), or \$3.25 a share for the year ended October 31, down 26 per cent from C\$712m, or \$4.83, in fiscal 1988. The results reflect a \$1.1bn addition to Third World loan loss reserves, against \$360m a year earlier.

Excluding the special provision, fully-diluted earnings would have been equal to \$7.13 a share, up 31 per cent from fiscal 1988.

Return on assets would have been 0.59 per cent, against 0.79 per cent and return on equity

22.3 per cent, against 19.5 per cent. The fourth quarter showed a loss of \$195m or \$1.54 after the special provision, against net profit of \$221m or \$1.82 a year earlier.

Domestic business was strong and loans to the North American resource sector improved in performance, and the investment banking subsidiary also did better.

The quarterly dividend is being increased from 65 cents to 58 cents with the February 23 payment, and the common shares will be split two-for-one, effective February 9 next.

The bank says it also plans to raise new permanent capital by issuing more common and preferred stock later in fiscal 1990.

Provinsbanken A/S
U.S.\$60,000,000
Floating Rate Capital Notes 2000

For the six month period
6th December, 1989 to 6th June, 1990

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 8 1/4 per cent, per annum, and that the interest payable on the relevant interest payment date, 6th June, 1990, against Coupon No. 9 will be U.S.\$211.70.

S.G. Warburg & Co. Ltd.
Agent Bank

Notice
U.S.\$500,000,000
Goldman, Sachs & Co.
Floating Rate Notes due December 1990

Notice is hereby given by Goldman Sachs International Limited as Calculation Agent for the Floating Rate Notes due December 1990 of Goldman, Sachs & Co. that the fifth Interest Payment Date (as defined in such Notes) shall be March 5, 1990 and the Rate of Interest for the fifth Interest Period (each as defined in such Notes) shall be 8 1/4%. This results in an interest payment of U.S. \$2,171.88 for each U.S. \$100,000 principal amount of Notes.

December 6, 1989

INTERNATIONAL COMPANIES AND FINANCE

Tranquilidade sell-off nets record

By Patrick Blum in Lisbon

THE PART-privatisation on Monday of Companhia de Seguros Tranquilidade, a leading Portuguese state-owned insurance company, raised record revenues for the Government with demand for shares exceeding supply by more than eight times.

Share prices rocketed under the impact of demand led by the Espírito Santo group representing the interests of the Tranquilidade's owners before the company was nationalised during Portugal's 1976 revolution.

The family which is still in dispute with the Government over compensation, had made clear its intention of regaining control of its former company. Initial estimates suggest that it is well on the way to achieving that objective.

According to analysts, the family group was able to secure, directly and indirectly through allied Portuguese companies, about 60 per cent of the 49 per cent shareholding sold



Miguel Cadilhe: 'Most successful sell-off yet'

by the Government. This gives it control of 30 per cent to 33 per cent of the company, and places the group in a favourable position when the remaining 51 per cent of the company is sold next year.

The strong demand pushed

prices up to near Esc20,000 (\$128.8) per share, almost five times the initial Esc4,000 price per share allocated to the company's employees.

Shares were sold in separate tranches with preferential prices for company employees and small local investors. The price of shares for leading investors averaged Esc13,000 to Esc14,000 per share.

At the end of a hectic day of trading, the Government had raised Esc25.3bn through the sale. A jubilant Mr Miguel Cadilhe, the Finance Minister, said it was "the most successful yet of all the Government's privatisations."

Analysts concurred with the general mood of euphoria. "It shows how much money there is available for investment. It is very good news all round. It is good for the budget, it is good for Espírito Santo and it is good for the market," one analyst said.

Another analyst suggested that the success of the flotation

would put pressure on the Government to accelerate its privatisation programme. "The Government must do this to give more choice to investors and to prevent prices of single issues rising so high."

The amount raised for just under half of the company exceeded the Esc24bn valuation for the whole company carried out in late 1988.

The difference is thought to have been caused partly because of the strong interest of the Espírito Santo group, partly as a result of an undervaluation of the company, and partly because the valuation failed to take fully into account the company's real estate assets whose value has soared along with local property prices over the past two years.

International investors including two leading French insurance companies are thought to have secured only a small number of shares despite their strong interest in Tranquilidade.

De Benedetti cousins share stage

Mr Carlo De Benedetti is accustomed to the financial limelight. The dynamic entrepreneur's sudden swoops on Italian and foreign companies make page one headlines, writes Daniel Flegreen of Reuters.

But his little-known cousin, Camillo, is "creeping out" of Carlo's shadow.

Camillo stole some of Carlo's thunder over the weekend when he bought a share in control of La Fondiaria, the large insurer, for 13,500bn (\$2.78bn) from Ferruzzi Finanziaria, Mr Raul Gardini's agribusiness holding.

"I don't think anyone thought Camillo De Benedetti would come away with Fondiaria," said Mr Enrico Ponzono, Italian market analyst at London's Kleinwort Benson.

Rumours swirled for weeks that Fondiaria was up for sale. But there was speculation that Assicurazioni Generali, Italy's largest insurer, would buy Fondiaria.

On Saturday, Ferruzzi Finanziaria announced it agreed to sell its 51 per cent stake in the

insurer - the country's third largest - to Gaic, Mr Camillo De Benedetti's investment concern.

In effect, a minnow is swallowing a sea bass.

Gaic ranks 99th in terms of capitalisation on the Milan bourse at 1,284bn, while Fondiaria ranks 10th. Gaic, involved in a range of merchant banking activities, reported net profit of 18bn for the year ending June 30 1988.

"I am not sure how Gaic is going to finance this," said Mr Ponzono, echoing the view of several brokers and analysts.

Gaic has not given details of funding for the acquisition. It will receive 1,900bn from Ferruzzi, which is buying joint control of the company, as part of the Fondiaria agreement.

There is also speculation in the market that the Long-Term Credit Bank of Japan, which owns a small stake in Paleocapa, Mr Camillo De Benedetti's family holding, may help finance the Fondiaria deal.

Share-trading in Gaic, Fondiaria and Ferruzzi Finanziaria

was suspended on Monday ahead of meetings today with Consob, the stock market regulatory commission, which is seeking additional details about the transaction.

Since Mr Camillo De Benedetti is also vice chairman of Generali, some believe that the Fondiaria sale is part of a broader link-up with Generali eventually.

"I see a grander design in the works," said one Italian equity analyst, who asked not to be identified. "Fondiaria may just be parked in Gaic temporarily," he said.

Mr Camillo De Benedetti bought Gaic in 1983 and since then has forged several shareholding alliances with Mediobanca in Italy, and Lazard Freres in France, both merchant banks, and with Mr Eric Rothschild, the investment banker.

Mr Carlo and Mr Camillo De Benedetti made their first formal tie-up in 1987, when Compagnie Industriale Riforma, Mr Carlo De Benedetti's industrial holding, acquired a 15 per cent

stake in Gaic. In turn, Camillo took an interest in a Carlo De Benedetti unit.

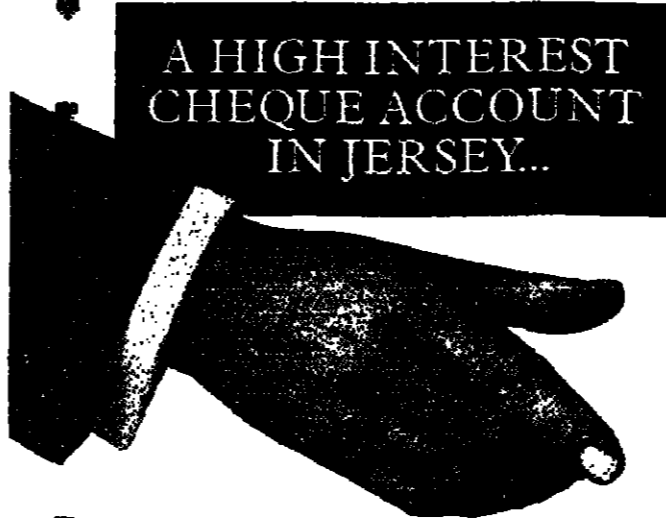
Thus far, the alliance between the two men remains at the shareholding level and they run two separate business groups.

Unlike his cousin, Camillo shies away from publicity and controversy. The Turin native did not even attend the news conference last Saturday to announce the Fondiaria purchase.

He never gives interviews and is said to have adopted the discreet style of his friend Mr Enrico Cuccia, recognised as Italy's foremost dealmaker for decades at Mediobanca. He is also a long-time friend of Mr Gardini, the chairman of Ferruzzi.

Despite the Fondiaria move, Camillo, 56, has not knocked Carlo off centre-stage.

Carlo remains on the front page after a bitter battle broke out at the weekend with Mr Silvio Berlusconi for control of the Mondadori publishing group.



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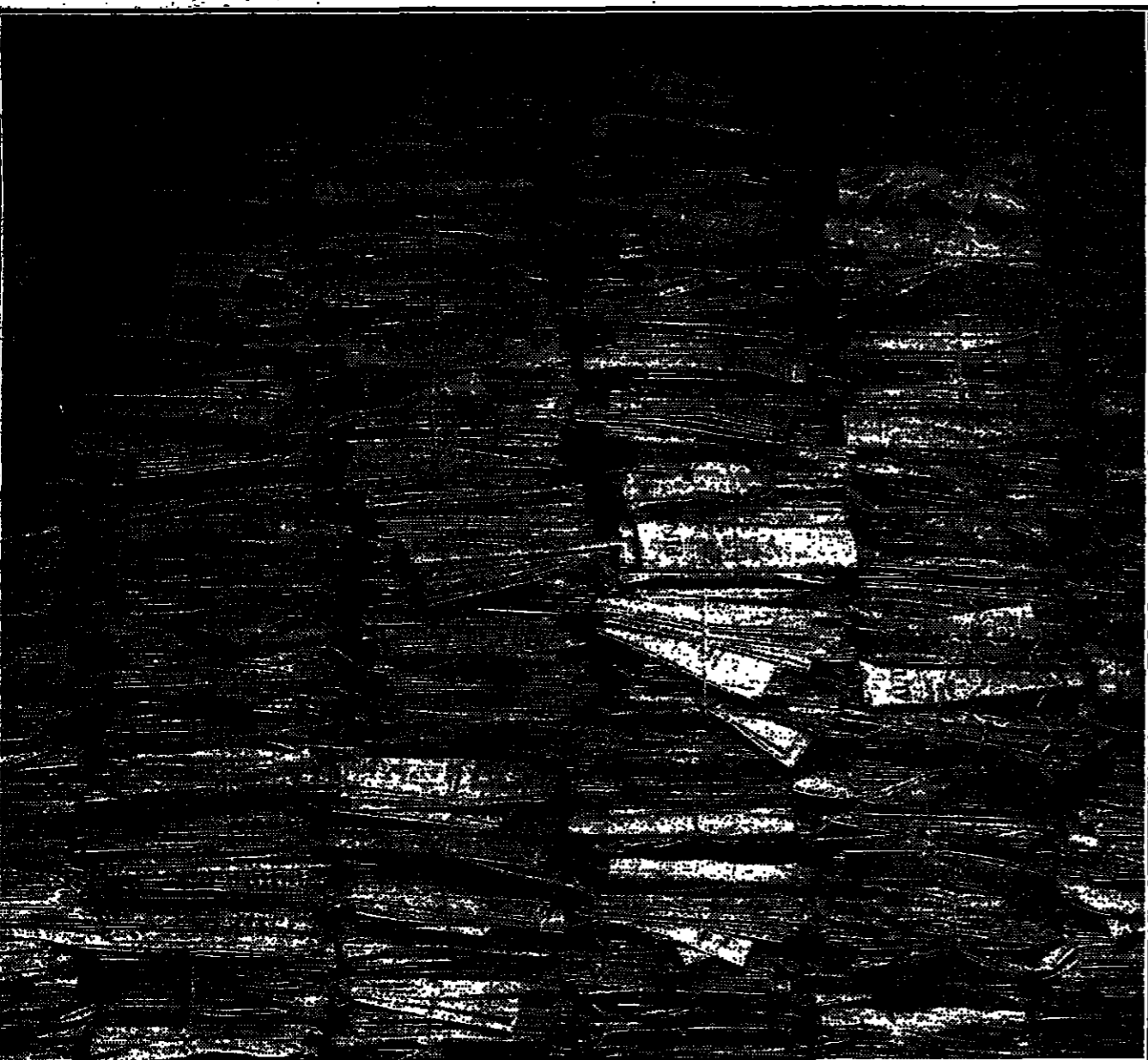
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INTERNATIONAL CAPITAL MARKETS

Positive issue from Boots takes traders by surprise

By Andrew Freeman

THE BELEAGUERED market for corporate borrowers took a positive step forward yesterday when Credit Suisse First Boston brought a \$170m seven-year bond for Boots, the UK specialist retail chain and pharmaceuticals group.

The issue, launched as a fixed-price reoffering, surprised a relatively slow initial response from investors led to fears the deal may struggle, but this proved a chimera as the launch spread of 100 basis points over US Treasuries found strong interest. Unlike the Reed deal, demand was mainly institutional due to the longer maturity of the bonds.

CSFB broke the syndicate quickly after announcing the final pricing, and the bonds traded at 100.15 bid, implying a spread over Treasuries of around 98 basis points and a good profit for the underwriter.

Proceeds were thought not to have been swapped. Three Ecu deals, two of them reopenings of existing issues, emerged to meet what traders said was steady demand, particularly from central banks.

US extends probe into Chicago pits fraud

By Deborah Hargreaves

THE US Government this week extended its probe into widespread fraud at Chicago's futures exchanges when it began hearing evidence from more traders at the Chicago Mercantile Exchange (CME).

The Federal Bureau of Investigation is understood to have issued subpoenas to traders in the exchange's bellwether Standard & Poor's 500 Index futures pit as well as to several traders in five large pits. The additional subpoenas follow recent indictments of two traders in the CME's Swiss franc futures pit on charges of defrauding customers.

The FBI undercover investigation into futures fraud resulted in the indictment of 46 traders in August on varied charges of trading abuse. With trials for the indicted traders due to start this month, the FBI is continuing to broaden the scope of its investigation.

The contract has dropped off from its peak by almost a third. The FBI fraud probe has sparked much debate about tougher regulation in the futures industry. Congress is set to pass a far-reaching market reform bill next year.

Merrill Lynch's high-quality stocks for 1990s. Merrill Lynch's recommendation, however, was followed by a renewed caution about the volatility of the equity market. It would remain a fact of life in the markets, in spite of legislative action and programme-trading curbs, Mr. Stephens said.

However, growing numbers of investors would realize they could avoid the pitfalls of volatility by taking a long-term perspective to investing - a "get-rich-slowly" approach. Investors could diversify their assets among various types of investments in a process of asset allocation.

He predicted that "packaged products," such as mutual funds and unit investment trusts, would become increasingly popular. Mr. Lynch said it was a misconception to dismiss the individual investor as unimportant. The bank had almost \$380m in client accounts, up nearly 20 per cent in 1989 alone.

Individuals are in the market, but most currently not heavily in the stock market," he said. Italian mutual funds improve redemptions. ITALIAN MUTUAL funds recorded net redemptions of L2,550m (\$195m) in November, slightly up from the net outflow of L2,440m registered in October, Reuters reports.

Gross sales fell to L782m from L1,836m while gross redemptions slipped to L1,007m from L1,260m. Net assets of the mutual funds industry rose, however, to L48,769m from L48,676m. The negative result was due largely to fixed-income funds, which recorded net redemptions of L219m in November, compared with L52m.

INTERNATIONAL BONDS

some of the participants by performing very well, after a hesitant start. "We didn't think it would go quite as well as it did," said one syndicate manager.

The bonds came with a put option at par to protect investors from event risk. A CSFB official said the protection clauses were similar to those on the recent five-year issue for Reed Publishing.

Priced at 101%, the bonds were reoffered to investors at less 1%, implying a 1% point fee

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount \$m, Coupon %, Price, Maturity, Fees, Book runner. Includes entries for US DOLLARS, CANADIAN DOLLARS, D-MARKS, SWISS FRANCS.

US DOLLARS: CME Finance (a) 575 (b) 102 1990 2 1/2% Nomura Int. CME Capital (a) 50 102 1990 2 1/2% Nomura Int.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Closing prices on December 5

Table with columns: US DOLLAR STRAIGHTS, YEN STRAIGHTS, OTHER STRAIGHTS. Lists various international bonds with their respective prices and yields.

Table with columns: DEUTSCHE MARK STRAIGHTS, FLORIN STRAIGHTS. Lists bonds in Deutsche Mark and Florin.

Table with columns: SWISS FRANC STRAIGHTS, CONVERTIBLE. Lists Swiss Franc bonds and convertible bonds.

Small text at the bottom of the FT International Bond Service section providing additional details and disclaimers.

Tonka Common Stock offering advertisement. Includes details for United States Offering (5,200,000 Shares) and International Offering (1,300,000 Shares) with a list of participating underwriters.

Toshiba Corporation advertisement. Announces the purchase of Disonics, Inc. and mentions Daiwa Securities America, Inc. as the financial advisor.

FOR SALE AT AUCTION: Two 128,000 DWT Bulk/Oil Carriers. SS "JADE PHOENIX" & SS "GOLDEN PHOENIX". Includes details on vessel specifications and auction terms.

U.S. \$100,000,000 and U.S. \$125,000,000 collateralized floating rate notes. Issued by Great Lakes Federal Savings. Includes details on interest rates and terms.

KANSAS-LIB-OSAKE-PANKKI advertisement. Floating rate secured notes due 1990. Issued by Bank of America.

VICTORIA HALL COMPANY, LIMITED advertisement. 100,000,000 GUARANTEED FLOATING RATE NOTES DUE 1992. Issued by Bank of America.

CHASE advertisement. Bank of America logo and contact information.

BUSINESS SOFTWARE advertisement. Promotes software packages for business needs, available on weekends.

INTERNATIONAL CAPITAL MARKETS

Daiwa Securities aims for a wider global dimension

The newly-installed president of the second biggest Japanese securities house talks to Stefan Wagstyl

The Japanese securities industry tends to live in the shadow of Nomura Securities, the country's and the world's largest stockbroker...



Masahiro Dozen: clients need a tailored approach

At the centre of the affair. Within weeks of Mr Dozen taking charge Daiwa has become involved in a scandal of its own...

broader the range of securities sold at home to include more foreign products. It is increasingly promoting executives with international experience...

finance easily lead to conflicts of interest. Daiwa has avoided making a deal like Nomura's \$100m investment in Wasserstein, Perella, the Wall Street mergers and acquisitions boutique...

US Treasuries trade in a narrow range

By Janet Bush in New York and Deborah Hargreaves in London

US TREASURY bonds continued to trade in a tight range yesterday in light business and were mostly quoted unchanged from Monday's close.

GOVERNMENT BONDS

yield of 7.87 per cent while isolated short- and medium-dated maturities were quoted a point higher.

Barclays backs £135m loan

By Stephen Fidler, Euromarkets Correspondent

BARCLAYS BANK has agreed to underwrite the £135m in loans necessary to fund the first phase of an office and shopping development in west London by Brodero Properties.

UK to advise on Hungarian SE

By Richard Waters

A BRITISH delegation will visit Budapest next week to offer advice on the creation of the Eastern bloc's first Western-style stock market.

UK to advise on Hungarian SE

By Richard Waters

representatives from the International Stock Exchange, the Securities Association, institutional investors and broker-dealers.

FT-ACTUARIES SHARE INDICES

Table with columns for Equity Groups, Sub-sections, and Fixed Interest. Includes indices for various sectors like Capital Goods, Consumer Goods, etc.

LONDON MARKET STATISTICS

Table showing Rises and Falls Yesterday, including British Funds, Financial and Properties, etc.

LONDON RECENT ISSUES

Table listing recent issues with columns for Issue, Amount, Date, and Price.

FIXED INTEREST STOCKS

Table listing fixed interest stocks with columns for Issue, Amount, Date, and Price.

RIGHTS OFFERS

Table listing rights offers with columns for Issue, Amount, Date, and Price.

TRADITIONAL OPTIONS

Table listing traditional options with columns for Issue, Amount, Date, and Price.

LONDON TRADED OPTIONS

Table listing London traded options with columns for Issue, Amount, Date, and Price.

FIXED INTEREST

Table showing average gross redemption yields for various fixed interest instruments.

Additional information regarding fixed interest rates and market conditions.

TRADITIONAL OPTIONS

Table listing traditional options with columns for Issue, Amount, Date, and Price.

Additional information regarding traditional options and market conditions.

TRADITIONAL OPTIONS

Table listing traditional options with columns for Issue, Amount, Date, and Price.

Additional information regarding traditional options and market conditions.

Additional information regarding market conditions and data sources.



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A phrase Mr. Frank Barlow, chief executive of the Financial Times, used to describe European Business Weekly.

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UK COMPANY NEWS

Possible brewing hive-off by Control Securities

By Vanessa Houlker

MR NAZIM VIRANI, chairman of Control Securities, the property and leisure group, is considering spinning off the brewing and pub interests into a separate quoted company.

The brewery has increased its output from 20,000 barrels to 50,000 barrels since it came into Control's ownership at the start of the year.

Control also revealed yesterday a 74 per cent rise in interim pre-tax profits from £8.5m to £14.2m.

Cronite expands by 23%

ALTHOUGH HELD back by higher interest charges, Cronite Group increased pre-tax profit by 23 per cent in the year ended September 30 1989.

£2.3m (£1.57m). Earnings came to 11.2p (10.7p) and a final dividend of 2.5p raises the total to 4p (3.5p).

which were increased costs associated with expansion of premises.

Water acquisition for Sutcliffe Speakman

By Rachel Johnson

SUTCLIFFE Speakman, the environmental engineering company specialising in products for water purification, yesterday announced it had agreed to buy part of Walker Greenbank, the former water-treatment contractor, for £3.48m.

Overseas side helps Allied Colloids to 20% profit growth

By Clare Pearson

ALLIED COLLOIDS, the specialty chemicals manufacturer, achieved a 20 per cent increase in pre-tax profits to £19.2m in the half-year to end-September.

amounted to £12m during the half, and is on course to total £21m in the full year.

1990 Warning to Investors from Discount Brokers International

Don't pay high cost commissions. Send for Free New 1990 commission schedule

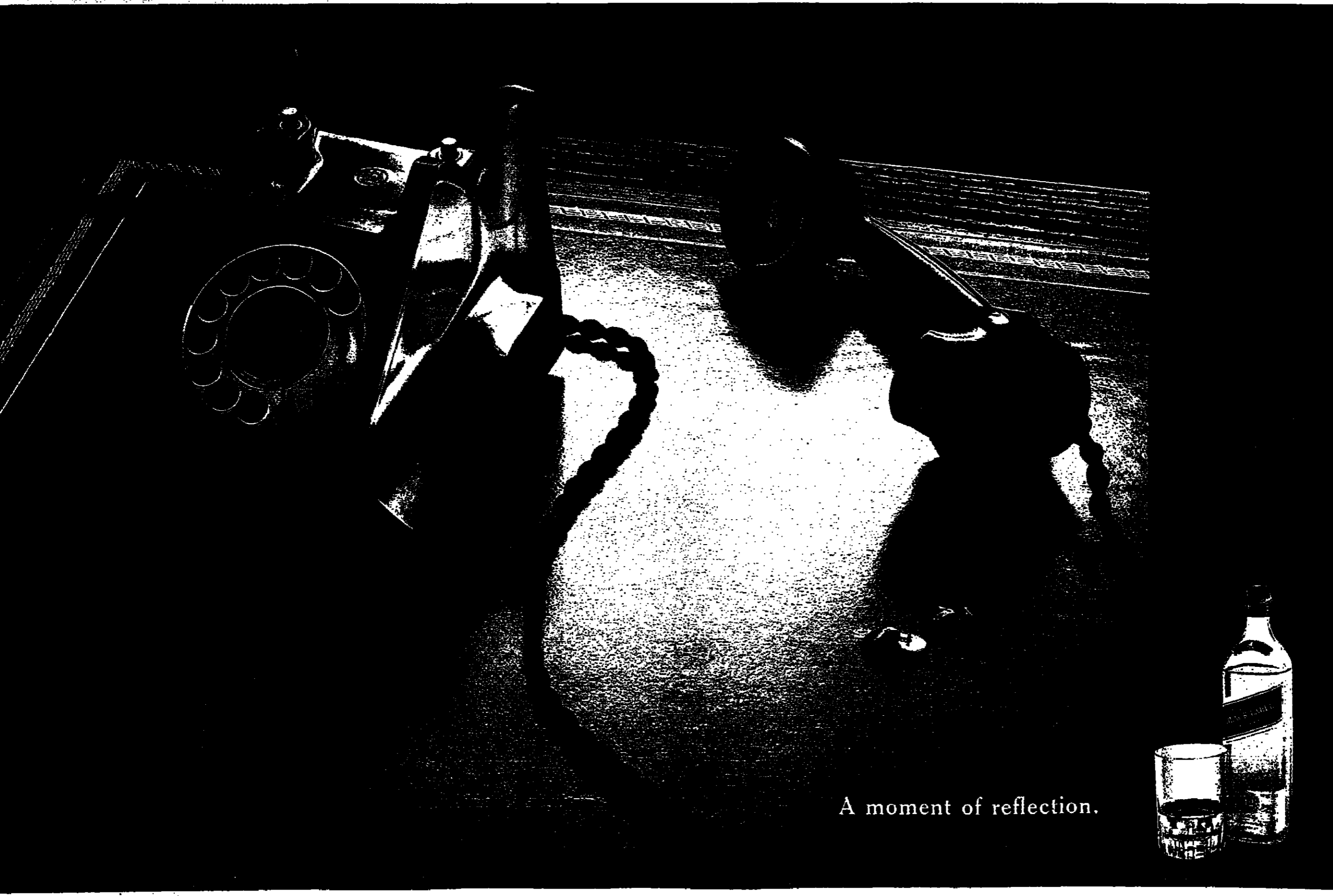
When the London Stock Exchange ruled in 1986 that stock brokers no longer had to charge fixed minimum commission rates, most investors expected that brokers would reduce their rates.

Losses on electronics side cut Atkins to £250,000

LOSSES AT its electronics subsidiary, Cartner Engineering, reduced pre-tax profits at Atkins Brothers (Hosiery) from £390,000 to £250,000 for the half year ended September 30.

TARGET TRUST MANAGERS LIMITED hereby announce that:

Following the adoption of the scheme of amalgamation of Target Convertible Fund with Target Income Fund the former holders of Target Convertible Fund will receive 1.3729709750 units in Target Income Fund for each unit held at 30 November 1989.



A moment of reflection.

COMMODITIES AND AGRICULTURE

Rustenburg refinery runs into teething difficulties

By Jim Jones, in Johannesburg

RUSTENBURG Platinum's new precious metals refinery has run into teething problems...

DE BEERS Consolidated Mines is to go ahead with the Venetia Diamond Mine...

Rustenburg says the flow of semi-pure rhodium into the final refining stages is now running at the design rate...

Gencor to open large gold mine

By Jim Jones

GENCOR, South Africa's second largest mining house, is to open a large gold mine in the Orange Free State...

by a decline shaft. Mr Lund said it will cost R100m (£39m) in mid-1989 terms to develop the mine...

however, as the industry's break-even grades are at their lowest in almost 70 years.

Keeping the Falkland Islands' squids in

Gary Mead on the mutual interest that may make Britain and Argentina compromise

MILLIONS ARE sitting down in the Far East tonight to a meal which started life thousands of miles away in the South Atlantic.

extremely sensitive resource is concerned. Doubt currently hangs over the area around the north-west of the Falklands...

On the Falklands, however, there is a growing fear that both the first two aims are failing and so threatening the third.

A further twist to the issue is that feelings among Falkland Islanders and others are currently deeply suspicious of what is seen to be long-distance control of the Falklands fishing boom by UK interests...

Report, conservation of the Illex stock should mean that 40 per cent of the squid would have annually survived...

FALKLAND ISLANDS FISHING table with columns for Species, Total catch, and Net value for 1987 and 1988.

Source: Fisheries Report 1987/88, Falkland Islands Government

That political turbulence will be cleared up in Paris on December 18, when Argentine and British representatives are due to meet.

For the boom to develop into a stable industry there is need for a guarantee of long-term conservation of fishing stocks.

encroachment by Argentina. Ironically, that political aim may be dependent upon reaching an agreement with Argentina...

One controversy centres on a decision taken by the Chief Executive - a UK appointee, currently Mr Ronald Sampson...

"We are going to be hard pressed this coming season," said one anti-poaching patrol member.

Non-Communist supplies of oil reach 54.7m b/d

By Steven Butler

OIL SUPPLIES outside Communist countries touched their highest levels since the third quarter of 1979 in October and November...

d increase over 1988. Fourth-quarter consumption is expected to fall 1 per cent due to the exceptionally high growth of a 3 per cent.

AFCC expels Philipp Brothers

By George Graham, in Paris

THE FRENCH cocoa trade association (AFCC) yesterday expelled Philipp Brothers (Phibro), one of the world's leading commodity trading groups...

proceedings, but the association rules say that payments, estimated to total over FF900m (£31.5m) must be made, notwithstanding any appeal.

the view of some traders prove to be more damaging. "More than the juridical procedure, it is the question of their reliability as a counterparty."

WEEKLY METALS PRICES

Table of weekly metal prices for various commodities like COBALT, ANTIMONY, MERCURY, etc.

WORLD COMMODITIES PRICES

Large table of world commodity prices including LONDON METAL EXCHANGE, US MARKETS, CRUDE OIL, SUGAR, and various agricultural products.

LONDON STOCK EXCHANGE

Building shares lead equities ahead

THE UK stock market was favourably impressed by the performance of Mr John Major, the UK Chancellor, in his first political grilling by a Parliamentary Committee...

plant in West Germany. UK building companies hope to benefit from the boom now predicted for East Germany. A further stimulus came from property shares, where the suspension of British Land, one of the leading UK groups, ahead of a company statement today, set the sector alight.

though the first announcement from British Land provided little reason for a general upturn. Another significant boost for market confidence has come from mutual pre-market trading in the ten water privatisation issues, which are now indicating premiums of 20 points or more.

One again traders stressed the tightness of marketmakers' positions which often sent share prices higher in thin trading. Property stocks, it was noted, jumped sharply even

the FT-SE 100 Share index, which rose 10 to 2307.5, with a single trade of 1m adding impetus to the upturn in the shares. RMC, up 17 at 63p and Tarmac which put on 9 to 24p. BPB were a further 7 higher at 230p as analysts continued their visit to the group's West German operations.

FINANCIAL TIMES STOCK INDICES. Table with columns for Dec 5, Dec 4, Dec 3, Nov 30, Nov 23, Year Ago, High, Low, and Since Completion. Includes Government Securities, Fixed Interest, Ordinary Shares, Gold Mines, FT-SE 100 Share, and OIL EDGED ACTIVITY.

Banking stocks unsettled

The banking sector, among the best performing sectors last month, was one of the most volatile yesterday, responding first to a downgrading of profits forecasts and then rallying in line with the rest of the market.

The big four banks opened with marginal gains but came under selling pressure as news of a widespread profits downgrading by County NatWest Woodmac filtered into the market. Mr John Aitken at County cut his forecasts for the current year and next year, citing worries about the level of bad domestic debts and that normal profits are not growing as expected.

Mr Aitken reduced his forecast for Barclays from £500m to £480m and that for NatWest from £500m to £450m. He reckons Lloyds will incur a loss of £650m and Midland one of £75m. The County analyst also came out with big cuts in his forecasts for 1990 pre-tax profits. The figure for Barclays is reduced to £1.5bn, for NatWest to £1.5bn, for Lloyds from £1.5bn to £1.1bn, for Midland from £775m to £735m and for NatWest from £1.575bn to £1.485bn.

"The banking business," says Mr Aitken, "is going to be flat this year and that means I don't think bank shares are going down before they go up."

Mr Rod Barratt, banks analyst at Goldman Sachs, is forecasting even lower 1990 profits for the big four. For Barclays he is going for £1.65bn, for NatWest, £1.58bn, Lloyds, £1.06bn and Midland, £685m.

The suspension of British Land, sparked a rally by front line property stocks. The sector calmed down after the later announcement that the company was not a takeover target, but all the leaders closed higher on the day on strong volume. Laine Property climbed 17 before slipping back to close 14 up at 50p on volume of 4.1m. Land Securities rose 22 and closed 20 better at 54p. MERRC, having rapidly risen 25, ended 19 ahead on 54p on volume of 5.8m. Home-sec A advanced steadily to finish on 81p, up 19 and Rose-

tantalising announcement at 9.30 said the company was finalising proposals "to maximize shareholder value which do not involve an offer for the company." More details are promised for today.

One theory in the market was that the group has plans involving Plantation House, perhaps, buying property in the City of London which represents 28 per cent of British Land's assets. These might, according to market analysts, include buying a trust fund on the Plantation House assets, perhaps, buying property in a separate company, or even sell it. Another suggestion was that the company, unhappy at the 40 per cent discount to asset value in the share price, plans to buy in stock.

Reuters moved ahead strongly at the start of trading and continued beyond the £10 mark to close at an all-time high of 1001p. The initial impetus for the rise was provided by heavy overnight demand for the ADSs - dealers said that ADSs for the equivalent of almost 3m shares changed hands in New York on Monday, eight times the London turnover. Similar ratios were reported yesterday.

Each of the ADR trading was being done by London-based Societe Generale Strauss Turballe where Mr Paul Tisch said the company was doing around half the ADR business. US investors were said to be encouraged by positive press comment in the US on Reuters, by heavy overnight demand for the ADSs - dealers said that ADSs for the equivalent of almost 3m shares changed hands in New York on Monday, eight times the London turnover.

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FT-A All-Share Index. Line graph showing index values from 1050 to 1250 over the period Oct, Nov, Dec.

Equity Shares Traded. Bar chart showing turnover by volume (million) for various sectors including FT-SE 100, FT-SE 250, FT-SE 350, FT-SE 450, FT-SE 550, FT-SE 650, FT-SE 750, FT-SE 850, FT-SE 950.

hough added 25 at 49p. Volumes were also good in the leading issues. Dealers said that activity in the second-ranking property stocks continued to be sluggish. The action in the banks was not confined to the big-four. TSB shares slumped for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 6.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stake-builder had been operating. The bank is protected from being taken over until the end of September 1991. Thereafter, as Mr Julian Robbins of BZW puts it, "if TSB does not get it right someone else may make an offer to do it for them."

Royal Bank of Scotland also featured, the shares adding 5 at 192p, again on talk of a Continental takeover. Some large lines of Royal Bank shares showed up on the ticker but were not a takeover target, but all the leaders closed higher on the day on strong volume. Laine Property climbed 17 before slipping back to close 14 up at 50p on volume of 4.1m. Land Securities rose 22 and closed 20 better at 54p. MERRC, having rapidly risen 25, ended 19 ahead on 54p on volume of 5.8m. Home-sec A advanced steadily to finish on 81p, up 19 and Rose-

NEW HIGHS AND LOWS FOR 1989. Table listing various stocks and their high and low prices for the year 1989.

APPOINTMENTS. Section listing various appointments and changes in company leadership.

which rose 10 to 2307.5, with a single trade of 1m adding impetus to the upturn in the shares. RMC, up 17 at 63p and Tarmac which put on 9 to 24p. BPB were a further 7 higher at 230p as analysts continued their visit to the group's West German operations.

Profit-taking knocked Body Shop after many days of strong rises. The shares closed 24 down at 61p. "It had to come sooner or later," mused one dealer. Flisons had a good day following a presentation at a large securities house. The shares climbed 12 to 36p.

Grand Metropolitan had a troubled day, closing 2 off at 56p, after 56p. One broker was said to have been telling clients to sell ahead of the figures on the grounds that there would be a higher property element in the profits than predicted.

Talk of a brokers downgrading of Trusthouse Forte may help the shares, which closed 1 1/2 off at 30 1/4p. GEC's interim profits, up from £131m to £37m, were above most analysts' expectations, and GEC shares moved up to 220 1/2p before easing back to close a net 3 1/2 higher at 219 1/2p. But analysts said the figure was boosted by interest on other items and that operating profits were less than 2 per cent. Commenting on the figures Mr Christopher Tucker at Kitcat & Aitken said he thought there would be "No great rush to significantly change price estimates."

Cable & Wireless rose sharply late in the day, closing 9 higher at 52 1/2p on speculation that official confirmation of the Mamesman consortium win-

ning the second West German cellular licence may be brought forward from December 12. HCC added 17 more to 47p, still boosted by the UBS Phillips & Drew recommendation. The transport section was slow. P & O rose 13 to 59 1/2p on the back of the interest in the property sector. Eurotunnel, which had climbed over 8p in trading profits were less than 2 per cent. Commenting on the figures Mr Christopher Tucker at Kitcat & Aitken said he thought there would be "No great rush to significantly change price estimates."

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TRADING VOLUME IN MAJOR STOCKS. Table showing trading volume for various stocks including BHP, BP, BT, British Land, etc.

secret £38m "sweetener" from the UK Government as part of the deal for the purchase of Rover Group. Those fears remain, but the shares gained 9 to 51p. News of a joint venture with Sumitomo Electric Industries of Japan helped Lucas. The shares closed a penny up at 60p.

Rolls-Royce gained 3 to 189p with a number of large buyers in the options market. Turnover was reasonable at 4.5m and a marketmaker said: "It seems that those with fears about British Aerospace are switching to Rolls-Royce."

Other market statistics, including FT-Actuaries Share Index and London Traded Options, Page 29

Investment banking post. Mr David Hudson, former deputy chairman and chief executive of Henry Ansbacher & Co, is to become a significant shareholder and full-time executive director of CAMPBELL LUTYENS, a two-year-old firm specialising in investment banking services for corporate clients, writes David Lucey, Banking Editor.

Union Discount chairman. Mr Robin Herbert has been appointed to the board of THE UNION DISCOUNT COMPANY OF LONDON, and will become non-executive chairman after the annual meeting next March. He is chairman of Lloyds Bank, Joseph Holdings, a non-executive director of the National Westminster Bank, and Marks and Spencer. He is also president of the Royal Horticultural Society.

Lazard Brothers board posts. Mr John Dear and Mr Andrew Blansley will become managing directors of LAZARD BROTHERS & CO from January 1. Mr David Anderson, Mr Mark Francis and Mr Andrew Shiraz will be appointed executive directors, and Mr David Cummings, Ms Stephanie Field, Mr Gordon Burdy, Mr Ben Meredith, Mr Derek McMillan and Mr John Willford will become assistant directors.

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WESTERN AUSTRALIA. The Financial Times proposes to publish a Survey on the above on 19th January 1990. For a full editorial synopsis and advertisement details, please contact: Penny Scott on 01-873 3595 or write to her at: Number One, Southwark Bridge London SE1 9HL.

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HOMES FOR SALE IN LONDON. appear every Saturday in the Weekend FT. For advertising information please call Lesley Proctor on 01-873 4896 or Carol Haney on 01-873 4935.

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Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-825-2128

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Abbey Unit Trust Managers, and others, including their respective managers and details.

Table listing unit trusts under the heading 'Backward Management Co Ltd', including details like 'Backward Management Co Ltd' and 'Backward Management Co Ltd'.

Table listing unit trusts under the heading 'Global Asset Management - Cash', including details like 'Global Asset Management - Cash' and 'Global Asset Management - Cash'.

Table listing unit trusts under the heading 'Lloyds Unit Trust Managers Ltd', including details like 'Lloyds Unit Trust Managers Ltd' and 'Lloyds Unit Trust Managers Ltd'.

Table listing unit trusts under the heading 'Midland Unit Trusts Ltd - Cash', including details like 'Midland Unit Trusts Ltd - Cash' and 'Midland Unit Trusts Ltd - Cash'.

Table listing unit trusts under the heading 'National Unit Trusts Ltd', including details like 'National Unit Trusts Ltd' and 'National Unit Trusts Ltd'.

Table listing unit trusts under the heading 'Prudential Unit Trusts Ltd', including details like 'Prudential Unit Trusts Ltd' and 'Prudential Unit Trusts Ltd'.

Table listing unit trusts under the heading 'Scottish Widows' Fund Manager', including details like 'Scottish Widows' Fund Manager' and 'Scottish Widows' Fund Manager'.

GUIDE TO UNIT TRUST PRICING. This section explains the pricing mechanism for unit trusts, including details on how prices are determined and how they are calculated.

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Main table containing unit trust information with columns for Name, Price, and other details. Includes sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

Market

Market

Market

Market

Market

Market

Market

INSURANCES section containing details for AA Friendly Society, Ashby Life Assurance Co Ltd, and other insurance providers.

Table listing various insurance policies and their details.

Table listing various insurance policies and their details.

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FT UNIT TRUST INFORMATION SERVICE

Main table containing FT Unit Trust Information Service data, including columns for fund names, prices, and performance metrics.

LONDON SHARE SERVICE

Main table containing London Share Service data, including columns for share prices, dividends, and company names.

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LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-425-2128

AMERICANS - Contd. Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Amgen, Amstar, and Amstar.

BUILDING, TIMBER, ROADS - Contd. Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Bovis Lend Lease and Bovis Lend Lease.

DRAPERY AND STORES - Contd. Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Debenhams and Debenhams.

ENGINEERING - Contd. Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Balfour Beatty and Balfour Beatty.

INDUSTRIALS (Miscel.) - Contd. Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like British Airways and British Airways.

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CANADIANS Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Alcan and Alcan.

BANKS, HP & LEASING Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Abbey National and Abbey National.

ELECTRICALS Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like British Telecom and British Telecom.

FOOD, GROCERIES, ETC Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Asda and Asda.

INDUSTRIALS (Miscel.) - Contd. Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like British Airways and British Airways.

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BEERS, WINES & SPIRITS Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Carlsberg and Carlsberg.

CHEMICALS, PLASTICS Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like ICI and ICI.

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HOTELS AND CATERERS Table with columns: 1989, 1990, Stock, Price, Div, Yld, P/E. Includes companies like Whitbread and Whitbread.

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LEISURE
Table listing various leisure companies such as British Airways, British Telecom, and others with their share prices and market movements.

PAPER, PRINTING, ADVERTISING - Contd
Table listing companies in the paper, printing, and advertising sectors.

PROPERTY
Table listing various real estate and property-related companies.

TEXTILES - Contd
Table listing companies in the textiles industry.

TOBACCO
Table listing tobacco companies.

TRANSPORT
Table listing companies in the transport sector.

TRUSTS, FINANCE, LAND
Table listing companies in trusts, finance, and land sectors.

TRUSTS, FINANCE, LAND - Contd
Continuation of trusts, finance, and land companies.

OVERSEAS TRADERS
Table listing companies that trade overseas.

OIL AND GAS - Contd
Continuation of oil and gas companies.

PLANTATIONS
Table listing plantation companies.

MINES
Table listing mining companies.

PLANTATIONS (continued)
Continuation of plantation companies.

MINES - Contd
Continuation of mining companies.

MISCELLANEOUS
Table listing various miscellaneous companies.

THIRD MARKET
Table listing companies listed on third markets.

MOTORS, AIRCRAFT TRADES
Table listing companies in the motor and aircraft trades.

Commercial Vehicles
Table listing commercial vehicle companies.

Garages and Distributors
Table listing garage and distributor companies.

NEWSPAPERS, PUBLISHERS
Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING
Table listing paper, printing, and advertising companies.

SHOES AND LEATHER
Table listing shoe and leather companies.

SOUTH AFRICANS
Table listing companies from South Africa.

Investment Trusts
Table listing investment trusts.

Finance, Land, etc
Table listing finance, land, and other companies.

Finance, Land, etc (continued)
Continuation of finance, land, and other companies.

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Continuation of finance, land, and other companies.

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Central Rand
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Eastern Rand
Table listing Eastern Rand companies.

Far West Rand
Table listing Far West Rand companies.

G.F.S.
Table listing G.F.S. companies.

Diamond and Platinum
Table listing diamond and platinum companies.

Central African
Table listing Central African companies.

Finance
Table listing finance companies.

Regional and Irish Stocks
Table listing regional and Irish stocks.

IRISH
Table listing Irish companies.

Australians
Table listing Australian companies.

Traditional Options
Table listing traditional options.

Property
Table listing property companies.

OHs
Table listing OHs companies.

Mines
Table listing mining companies.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar steady as sterling rises

Sterling moved higher yesterday as currency dealers reacted favourably to remarks by Mr John Major, the UK Chancellor of the Exchequer...

Mr Major had not made any fundamental change in policy and that his testimony indicated merely a difference of style to his predecessor, Mr Nigel Lawson...

from SF12.5025. Sterling's index closed at 84.4, up 0.4. The dollar was little changed in quiet trading as dealers waited for the release of the Tan Book...

Mr Major's remarks on Monday came after the London markets had closed and it was left to traders in New York and Tokyo to push sterling higher...

Indeed, the foreign exchange market yesterday was unwilling to push sterling above its opening levels because of the ruling Conservative Party's leadership election contest...

The dollar closed at DM1.7780 from DM1.7760 on Monday, it was also at Y145.70 from Y145.60 from SF1.5985 from SF1.5985...

EURO-CURRENCY INTEREST RATES

Table with columns for Dec 5, Start, 7 days, One month, Three months, Six months, One year. Rows include Sterling, Deutsche Mark, Swiss Franc, Japanese Yen, etc.

£ IN NEW YORK

Table with columns for Dec 5, Latest, Previous. Rows include 1 month, 3 months, 6 months, 12 months.

POUND SPOT-FORWARD AGAINST THE POUND

Table with columns for Dec 5, Day's spot, One month, Three months, Six months, One year. Rows include US, Canada, Australia, etc.

CURRENCY RATES

Table with columns for Dec 5, Bank rate, Spot, 3 months, 6 months, 12 months. Rows include Sterling, US Dollar, Canadian Dollar, etc.

DOLLAR SPOT-FORWARD AGAINST THE DOLLAR

Table with columns for Dec 5, Day's spot, One month, Three months, Six months, One year. Rows include UK, France, Germany, etc.

CURRENCY MOVEMENTS

Table with columns for Dec 5, Bank of England, Monetary Change. Rows include Sterling, US Dollar, etc.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns for Dec 5, Unit rate, % change. Rows include Belgium, France, Germany, etc.

OTHER CURRENCIES

Table with columns for Dec 5, £, S, DM, Yen, etc. Rows include Argentina, Australia, Brazil, etc.

EXCHANGE CROSS RATES

Table with columns for Dec 5, £, S, DM, Yen, etc. Rows include Australia, Brazil, Canada, etc.

FINANCIAL FUTURES AND OPTIONS

LIFFE LAMB CFT FUTURES OPTIONS

Table with columns for Strike, Call-Settlement, Put-Settlement. Rows include Dec 5, Dec 12, Dec 19, etc.

LIFFE US TREASURY BOND FUTURES OPTIONS

Table with columns for Strike, Call-Settlement, Put-Settlement. Rows include Dec 5, Dec 12, Dec 19, etc.

LIFFE BOND FUTURES OPTIONS

Table with columns for Strike, Call-Settlement, Put-Settlement. Rows include Dec 5, Dec 12, Dec 19, etc.

LIFFE EURO-DOLLAR FUTURES OPTIONS

Table with columns for Strike, Call-Settlement, Put-Settlement. Rows include Dec 5, Dec 12, Dec 19, etc.

LIFFE SHORT STERLING FUTURES OPTIONS

Table with columns for Strike, Call-Settlement, Put-Settlement. Rows include Dec 5, Dec 12, Dec 19, etc.

LIFFE SHORT STERLING FUTURES OPTIONS

Table with columns for Strike, Call-Settlement, Put-Settlement. Rows include Dec 5, Dec 12, Dec 19, etc.

CHICAGO

Table with columns for Dec 5, Dec 12, Dec 19, Dec 26, Dec 31. Rows include US Treasury Bills, etc.

JAPANESE YEN (USD)

Table with columns for Dec 5, Dec 12, Dec 19, Dec 26, Dec 31. Rows include 100 Yen, etc.

POUND'S (FOREIGN EXCHANGE)

Table with columns for Dec 5, Dec 12, Dec 19, Dec 26, Dec 31. Rows include 100 Pounds, etc.

LIFFE EURO-DOLLAR FUTURES OPTIONS

Table with columns for Strike, Call-Settlement, Put-Settlement. Rows include Dec 5, Dec 12, Dec 19, etc.

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MONEY MARKETS

Key rate eases

UK money market rates eased a shade yesterday as sterling reacted positively to remarks on Monday by Mr John Major, the Chancellor...

bought £184m of bank bills. This included £75m in band 1 at 14 1/2 per cent and £109m in band 2 at 14 1/4 per cent.

The Bank's money market forecast included a take-up of Treasury bills and maturing assistance which were expected to drain £21m...

UK clearing bank base lending rates

Table with columns for 15 per cent, 10 per cent, 5 per cent. Rows include 15 per cent, 10 per cent, 5 per cent.

FT LONDON INTERBANK FIXING

Table with columns for 11.00 a.m., 3 months US Dollars, 6 months US Dollars. Rows include Dec 5, Dec 12, Dec 19, etc.

MONEY RATES

Table with columns for Dec 5, Dec 12, Dec 19, Dec 26, Dec 31. Rows include 1 month, 3 months, 6 months, 12 months.

LONDON MONEY RATES

Table with columns for Dec 5, Dec 12, Dec 19, Dec 26, Dec 31. Rows include 1 month, 3 months, 6 months, 12 months.

BASE LENDING RATES

Table with columns for Bank Name, Rate. Rows include ABN Bank, Adair & Co, Allied Bank, etc.

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AVIATION IN ASIA & THE PACIFIC The Financial Times proposes to publish this survey on: 8th February 1990

Penny Scott on 01-873 3595 or write to her at: Number One Southwark Bridge London SE1 9HL

CROSSWORD No.7,108 Set by FETTLER

JAMAICA The Financial Times proposes to publish this survey on: 8TH FEBRUARY 1990

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WORLD STOCK MARKETS

Table of stock market data for various countries including Australia, France, Germany, Italy, and Switzerland. Columns include stock names, prices, and changes.

Table of stock market data for Canada, including Toronto 2pm prices for December 5. Lists various Canadian stocks and their performance.

Table of stock market data for Japan, listing various Japanese stocks and their prices.

Table of financial indices including Dow Jones, Standard and Poor's, and various regional indices with their respective values and trends.

Table of trading activity for New York and Toronto, showing volume, value, and price changes for various securities.

Table of Tokyo - Most Active Stocks, listing the top-performing Japanese stocks on Tuesday, December 5, 1989.

Advertisement for Financial Times delivery service. Includes the headline 'From coast to coast, the Financial Times is now available for hand-delivery...', a list of cities served, and contact information for the U.S. and Canada.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Spm prices December 5

12 Month High Low				Close Prev. Close				12 Month High Low				Close Prev. Close				12 Month High Low				Close Prev. Close									
Stk.	Vol.	Chg.	Stk.	Vol.	Chg.	Stk.	Vol.	Chg.	Stk.	Vol.	Chg.	Stk.	Vol.	Chg.	Stk.	Vol.	Chg.	Stk.	Vol.	Chg.	Stk.	Vol.	Chg.	Stk.	Vol.	Chg.	Stk.	Vol.	Chg.
20 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
21 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
22 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
23 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
24 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
25 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
26 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
27 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
28 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
29 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	
30 AIG	100		200	100		300	100		400	100		500	100		600	100		700	100		800	100		900	100		1000	100	

Continued on Page 47

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NYSE COMPOSITE PRICES

Main table of NYSE Composite Prices, listing various stocks with columns for High, Low, and Close prices.

NASDAQ NATIONAL MARKET

3pm prices December 5

Main table of NASDAQ National Market prices, listing various stocks with columns for High, Low, and Close prices.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices, listing various stocks with columns for High, Low, and Close prices.

Small text block providing market information and notes, including 'Sales figures are annual' and 'Yearly high and low reflect the previous 52 weeks'.

Advertisement for FT hand delivered in Turkey, mentioning Istanbul 5120190/10 lines and contact information for Metin Gurel.

Advertisement for 'Have your F.T. hand delivered' in Copenhagen or Aarhus, with contact details for K. Mikael Heimio.

AMERICA

Dow edges lower despite advance in IBM

Wall Street

THE STOCK market was slightly lower in early afternoon trading yesterday, with no significant economic news to trigger activity and the focus mostly on Friday's November employment figures, writes Janet Bush in New York.

also helped other technology issues. The company said that its restructuring plan included shedding at least 10,000 from its workforce, taking a fourth-quarter charge of about \$2.5bn and a buy-back of up to \$4bn of its common stock.

to ease monetary policy. There are two key events this week. First, the latest Tanzi Book of economic reports from regional Federal Reserve banks is due to be published today.

Funds rate remains resolutely at about 8 1/2 per cent. Among featured issues was UAL, the parent company of United Airlines, which rose another 3 1/2% to \$10 1/4 on continuing speculation that a new buy-out plan is in the pipeline.

issued a strong buy recommendation on the stock. On the American Stock Exchange, International Banknote fell 1/4% to 9 1/4 after US Banknotes, which had offered \$7 a share in a tender offer, said that it did not expect to get financing for the bid.

ASIA PACIFIC

Scramble to participate produces further record

Tokyo

ROBUST demand for equities kept share prices on the upswing yesterday, and took the Nikkei average to yet another record in lively trading, writes Michiko Nakamoto in Tokyo.

Yesterday there was further encouraging news in the form of a survey, published by a leading economic daily, which indicates that the ruling Liberal Democratic Party (LDP) has recovered enough popularity to tide it over the coming national elections to the Lower House of the Diet.

Mining stocks saw sharp losses as a bullion trader briefly below US\$400 an ounce, with Western Mining off 16 cents at \$31.36 and 2m shares changed hands.

Elections reinforce Brazil's sense of unease

John Barham on the economic, political and corporate reasons for current volatility

FEW investors in Brazilian equities are likely to forget 1989. Prices rose almost fourfold in dollar terms during the first five months, only to come crashing down in June when Mr Naji Robert Nahas, Brazil's leading speculator, defaulted.

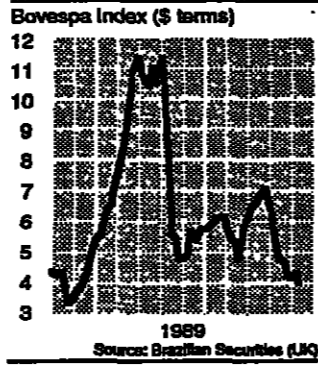
nations for the latest market swing; but there is a consensus that the final stages of the country's first free presidential elections in 29 years have added considerably to the usual unease over the state of the economy.

rising fear of hyper-inflation, which the market had almost forgotten about. The prospect of a wrenching economic slowdown in the new year has added to investors' trepidation, and a disappointing performance by Amazonian companies has darkened sentiment still further.

Mr Henrique Molinari of RMC, a Sao Paulo brokerage house, says this would be an ideal time to buy Brazilian shares. He recommends companies scorned by most players: "Petrobras and Paranaipama shares may never be this cheap again," he maintains.

Stockbrokers, too, have entered a period of depression. Trading volumes are weak. On Monday, the Sao Paulo exchange turned over a mere US\$18m - one-sixth of the volume seen earlier this year.

Brazil Sao Paulo



Source: Brazilian Securities (LSE)

EUROPE

Tired leaders attract profit-taking

LEADING bourses had a busy session, ending mixed to lower, as France lost its grip on early gains and West Germany pulled in the profit-takers, writes Our Markets Staff.

Mondadori publishing group. FRANCE's FTSE 100 widened profit-taking after its four-day rally; but volume stayed high, there was a recovery from mid-session lows and there were indications that the market was prepared to rise on good news.

2.25 to 667.96 in volume at about Monday's 1,170bn. Italian mutual funds recorded net redemptions of 1,255bn in November, slightly up from October's 1,244bn. However, observers noted that the poor result was mainly due to a rise in net redemptions from 1,255bn to 1,170bn by December.

AMSTERDAM enjoyed strong gains in some international stocks, but the CBS tendency index eased 0.1 to 187.5. Akzo, the chemical stock, added Ft 1.70 to Ft 133.40 on expectations of a substantial book profit from its sale of an 85 per cent stake in Burmag, the West German machinery maker.

SOUTH AFRICA

THE WEAKER bullion price-tipped Johannesburg gold shares lower, but lower volume restricted by a lower financial rand. Vaal Beefs lost R2 to R409. Platinum issues followed golds down, with Impala off R1 at R27.50.

ASIA PACIFIC General Index 3,157.4. Saab's free B shares picked up SKr2 to SKr245 amid continued speculation about deals with Fiat or Volvo. Free Bs in Volvo added SKr3 to SKr285 after falling earlier on news that its link with Renault existed.

ASIA PACIFIC markets had a mixed day, with Australia struggling to survive a steep decline in the bullion price. AUSTRALIA was hit by the sharp fall in the gold price, but stable industrial and financial stocks prevented too heavy a drop in the All Ordinaries.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns: NATIONAL AND REGIONAL MARKETS, US Dollar Index, Day's Change, Pound Sterling Index, Local Currency Index, Day's Change, Gross Div Yield, US Dollar Index, Pound Sterling Index, Local Currency Index, 1989 High, 1989 Low, Year High/Low (approx).

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SECTION IV

FINANCIAL TIMES SURVEY

The banking sector is changing shape as the increased use of plastic cards for retail payments has altered the relationship between the banks and the shops. At the same time traditional barriers between markets and countries are crumbling. David Barchard reports

A world-wide revolution

THE PLASTIC cards revolution is under way all over the world in virtually every national market where retail banking is a significant force. Its importance both for providers of financial services and for the man in the street is virtually impossible to overstate.

As the use of plastic cards spreads through the retail payments market, long-standing relationships between banks, their personal customers, and retailers are being redefined. Barriers between different institutions, countries, and markets are disappearing. Some features of the banking landscape dating back to its origins (paper cheques and the routine visits to bank branches for example) look like being swept away by the changes.

During the second half of the late 1980s, each year has witnessed the unfolding of further dramatic changes in the market. The past twelve months in the UK have seen all the large UK banks dropping their exclusive arrangements with the international payments systems and becoming members of both Visa and MasterCard. They have seen Switch, an entirely new debit card mark, come close to establishing itself as a national debit card system. American

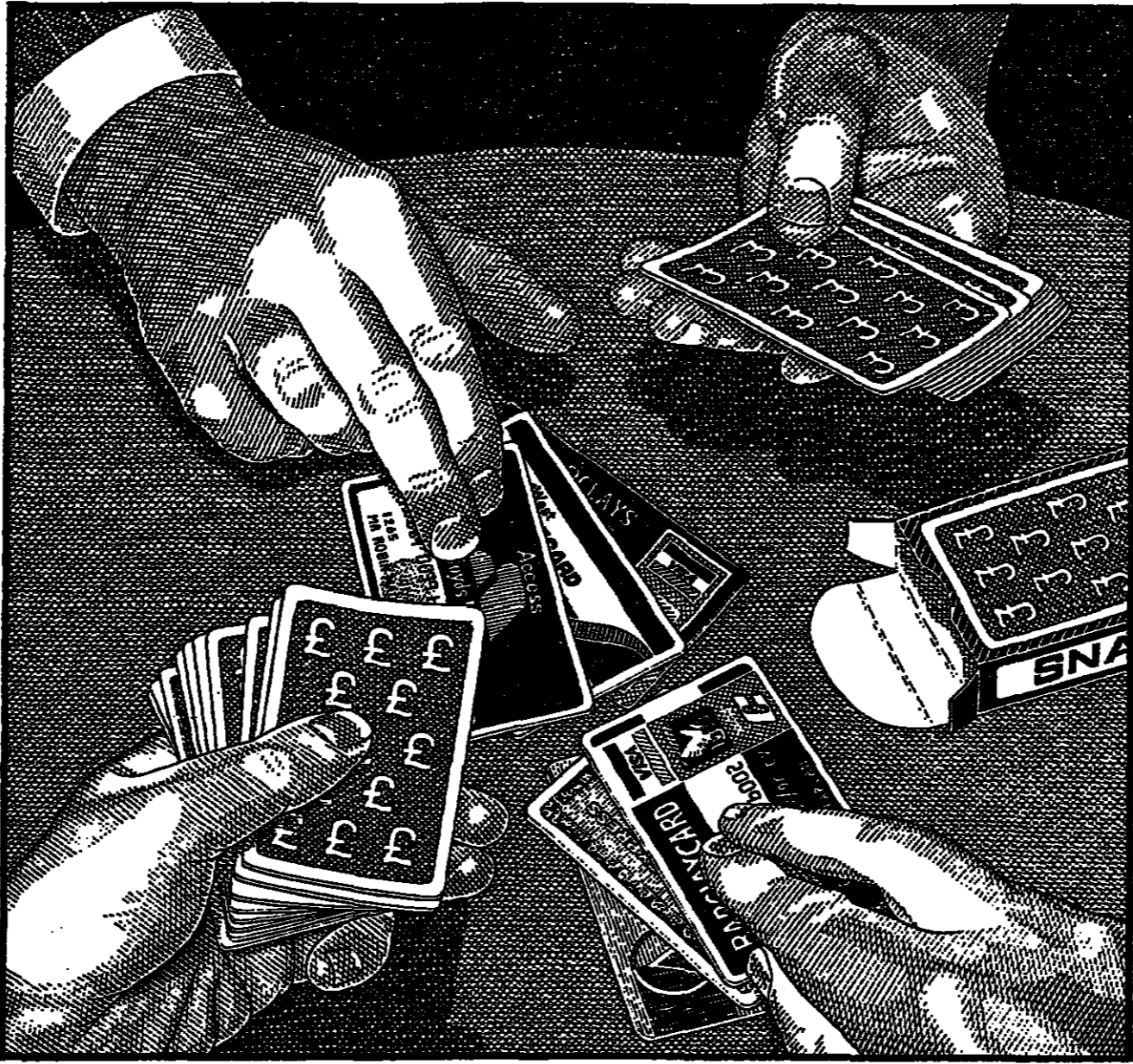
Express, one of the oldest players in the plastic market, has moved into direct competition with the banks by launching Optima, its own up-market credit card.

ERPoS UK, the electronic retail payments system created by the large banks, has finally got under way in three parts of the UK.

In Europe, the West German credit card market, relatively dormant for the last decade, has been unlocked by the decision last February of GZS, the German inter-bank payment system, to encourage its members to issue Eurocards aimed at a mass market, while KKB's decision to open up its cash machines to Visa cards may also signal another fundamental shift in the market.

In the US, Entree, the debit card launched jointly by Visa and MasterCard, seems to have become snagged up in anti-trust investigations. However MasterCard, the smaller of the two main payments systems, is once more moving back into profit after several difficult years. Discover, the credit card launched not by a bank but by a retailer, Sears Roebuck, has moved into profit and is looking seriously at market opportunities outside the US.

In eastern Europe and the



an independent processor. Payment systems such as Visa have had to learn to live with a much larger membership and what is in some ways a reduced role in competitive markets. In countries such as West Germany however, the banks are still learning the need to co-exist with the international payment systems.

Another frontier between banks and retailers is also shifting. Both banks and retailers want to move from traditional paper and voucher-based payment methods to payment at the point of sale using an electronic terminal. In the UK the number of these terminals is doubling annually. It stands at about 60,000.

However, the new technology is making irrevocable changes in the balance between retailers and banks. Retailers can perform an increasing number of financial services operations, while at the same time, they can take advantage of growing competition between the banks to drive ever-harder bargains when new card-related services are being introduced.

These developments inevitably create anxieties on the part of retailers. New arrangements using plastic card technology are not economically viable, then one side will eventually have to drop out and the scheme may die. Alternatively there could be a nasty price jump which would cause chaos for everybody," says Mr Ron Williams, senior executive for card strategy at NatWest Bank, and one of the architects of the Switch debit card system, the part of the UK plastic card market where price competition has been fiercest in the last year.

The UK retailers have succeeded in steadily driving down the commission they pay on credit cards from about 2.5 per cent at the start of 1988 to under 1.75 per cent. The income the banks receive from retailers on card operations is shrinking. The banks thus have to look for new ways of restoring the profitability of the credit card market.

In the UK there is one obvious strategy: induce annual charges on credit cards. Lloyds Bank is leading the way with a £12 annual fee for its Access card from January. So far none of the other large UK banks is following. Lloyds' competitors want to see how many customers will desert it in protest at the annual fee.

Nevertheless the other large banks look likely to introduce charges on their credit cards for the first time during 1990. Though credit card charges are usual almost everywhere outside the UK, they are a reminder that the plastic cards industry has important impli-

CONTENTS

- Europe; Payments Systems 2
- Processors; Store Cards; 3
- Smaller players; Debit cards; Terminals 4
- Smart cards; Retailers; ATMs 5
- Fraud; United States; Charge Cards 6

Editorial Production: Phillip Halliday

Plastic Cards

Soviet Union, Visa, MasterCard, and American Express are co-operating with local banks to set up arrangements which are going beyond the tourist market to provide money transmission services for the population as a whole. There are those in the plastic cards industry who believe that the Soviet Union may yet leapfrog some of the banking systems of western Europe by establishing a national electronic payment network for retail financial payments.

In such a dynamic market place, the emphasis at present

is on developing products and scrambling for market-share. Experience suggests that this is likely to be expensive. Barclaycard, the first UK credit card, took seven years to make its first profit. Some of the new entrants to the UK plastic cards market in the last 18 months will have to live for at least a year or two with fairly heavy losses on their new operations.

There are those who predict that by the time the plastic cards market settles down in the 1990s, there will have been quite a few casualties.

"The UK plastic cards market is a microcosm of the retail banking market as a whole. One of its most striking features is its overcapacity. I expect to see considerable redistribution within the market in the next few years. There will certainly be quite a lot of pain, and probably we will end up with fewer players," says Mr Gerald Hawkins, assistant general manager for plastic card policy at Lloyds Bank.

The cartels which dominated the plastic card markets in their first two decades are dissolving with uncomfortable

results for some players in the market. Access, the credit card consortium launched in the first half of the 1970s by three of the big four clearers, created Britain's and arguably Europe's largest and most sophisticated card processing operation in the 1980s.

The Access banks are in open competition with each other. Access remains as a credit card brand, but its parent company has been renamed Signet. Mr Tony Lee, its chief executive, has embarked on the challenging task of converting Signet into

statements and settlement, collections and fraud control.

It can also take care of card design and production, product launch and mailing, and credit vetting.

Throughout, Signet maintains extraordinarily high levels of efficiency, accuracy and reliability, underpinned by exceptional skill in customer relations.

Above all, Signet understands the dynamics of the market, and is pre-eminent in the application of leading-edge technology to help maximise success.

Signet has cracked it for an extensive list of clients. They range from small operations with less than a thousand cardholders up to major players issuing Access, MasterCard or Visa. And they cover credit cards, charge cards, gold cards, corporate cards, affinity cards, store cards and other card operations.

So, whatever the type of card, talk to Signet about third-party processing. Then see your plans take wing.



If you're hatching plans in the credit card market, talk to the people who've cracked it for others.

Entering the credit card market can seem an extremely complex affair. Until you make one crucial discovery. That Signet has the expertise and resources to bring your plans to life successfully.

Signet is the largest independent multi-card processor in Europe, with enormous human and technological capacity.

Every day, Signet handles more than a million transactions and issues a third of a million cardholder statements. Over the course of a year, it despatches seven million embossed cards and receives 49 million authorisation calls.

Yet Signet offers far more than just economies of scale and experience. It is committed to quality, in a flexible package tailored to the specific needs of each issuer or acquirer.

Signet services include retailer and cardholder file set-up and maintenance, card embossing and despatch, 24 hours a day authorisations, transaction processing, EPOS and EFTPOS support, retailer and cardholder



... the logical choice.

PLASTIC CARDS 2

The European scene

International ideas needed

THE EUROPEAN plastic card market is one of the best examples of heterogeneity in the Community's financial services business.

Some countries have achieved something close to full national EFT-POS coverage, but in others credit cards are rare and automated teller machines (ATMs) more of a novelty than a utility. The development of payment systems based on plastic cards has been undertaken on a national basis, with little thought for linking them internationally.

The only pan-European plastic card systems are those operated by MasterCard/Eurocard and Visa, the international card companies, and the eurocheque system which is backed by a plastic card.

However, even with these systems consumer use is substantially within national boundaries. The latest eurocheque figures, for example, show that 86 per cent of eurocheques are used domestically.

The one main shift towards a pan-European plastic card-based payments system is in the linking of ATM networks, through which tourists and business visitors can withdraw local currency.

The market in which the greatest changes have come over the past two years is West Germany, where the banks had discouraged credit lines which were not linked to bank accounts.

Furthermore, in West Germany the bulk of purchases, up to 90 per cent of volume, were made using cash. Moreover, the banks' customers were encouraged to use the giro network to make other payments, with the result that nearly three-quarters of non-cash payments are made in this form.

Similarly, the banks kept the number of ATMs low. Bank for International Settlements figures show that by the end of 1987 there were 8,417 inhabitants per machine, half the UK coverage of 4,544 per ATM.

In the past 18 months, though, a number of factors forced the West German banks to develop plastic card products, although it seems that

the process is just beginning. One force for change has been the penetration of Visa cards into the country. This was achieved first through a small operation bought by Spain's Banco Santander. Then non-banks signed up with Visa. ADAC, the automobile assistance organisation was the pioneer, and has been followed by retailers Akso Deutsche Kaufhaus and Kaufhof.

Alongside the Visa move, American Express has 700,000 cardholders. However, BIS figures show that there were barely 2m credit cards in circulation in West Germany by mid-1988, with end-1987 figures for retail usage at 2 per cent of all turnover.

In contrast, the 20m eurocheque cards which were held by individuals in the country could have provided the basis for a rapid deployment of debit cards, where credit could be

The one main shift towards a pan-European plastic card-based payments system is in the linking of ATM networks

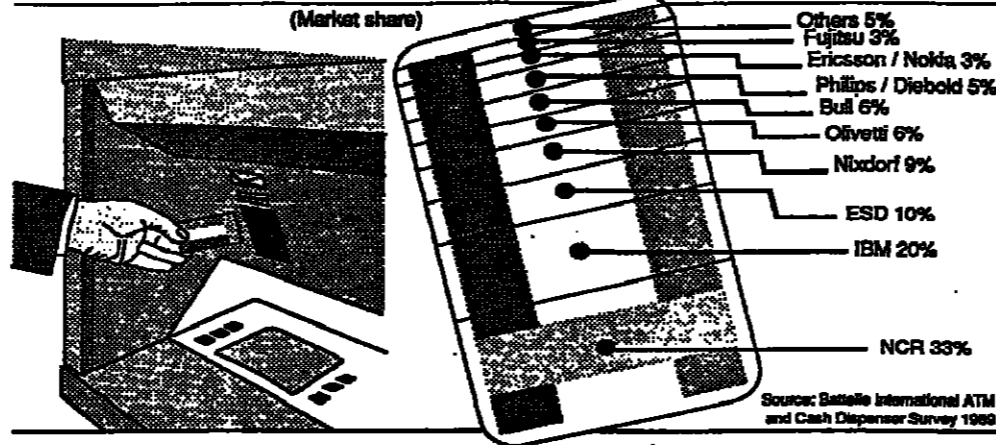
linked to the customer's bank account. However, the scheme stalled during the summer following opposition from the retailers over charges, and the Bundeskartellamt over anti-competitive practices.

Following a rethink, the Gesellschaft für Zahlungssysteme (Payments Systems Company or GZS) turned to the Eurocard/MasterCard charge card, which is held by over 1.5m Germans, as the basis for a national debit card.

It seems likely that a debit card based around the Eurocard would be acceptable to most parties. This would also avoid the accusations of monopolistic practices levelled at transferring eurocheque cards to debit cards.

In France, the national EFT-POS system is among the main successes in the plastic card sphere. The French have installed an estimated 80,000 terminals. The BIS calculated that terminals had reached a penetration of one per 781 inhabitants at the end of 1987, compared to 4,389 in the UK at the same date. The UK figure

ATMs and cash dispensers in Europe



for bank-installed machines is now closer to 1,700.

However, as with West Germany, the French banks have not focused on credit cards, and concentrated on issuing "cartes bancaires" of which about 45 per cent are affiliated to the Visa and Eurocard/MasterCard brand.

Over the past two years retailers have attacked the gap in the market for cards which offer revolving credit. In 1988 there were more than 18m cards operated in-house by

which make use of computer circuitry, were seen as a solution to a fraud problem that involved forging magnetic stripes. They have been issued in the north west of the country and the east Mediterranean area, with over 1m held by customers by mid-1988. Their usage has slowed as implementation of smart card terminals slackened.

The third main continental market, Italy, is still in a state of disarray over plastic cards, but there have been a number of initiatives during the past two years in the field of plastic cards.

Growth in the ATM network, which had been lagging behind other countries, was kick-started in 1983 with the Bancamat network. EFT-POS terminals began to emerge some two years later. There has been no coherent central plan for rolling out the network and the banks stockpiled EFT-POS terminals for some time. It seems that Italy is on the verge of a drive by individual banks to introduce an EFT-POS system. However, this is likely to be in a fragmented manner.

Spain, meanwhile, has shown most promise in plastic card networks, leaping from a cash payments system to EFT-POS and ATM networks, missing out cheques on the way.

Spain's terminal penetration, at some 520 inhabitants per machine, is on a par with France. The three ATM networks, Sistema 4B, Servired and Sistema 6000 are all compatible with Visa and MasterCard/Eurocard.

The progress by the banks in these two spheres has arguably stifled the need for retail store cards, in contrast to France. The way forward for European plastic card payments systems may have been shown by the progress of the Euro-

pean Accord, an agreement put forward in 1987 to promote and create a bank-owned EFT-POS and payments network.

However, in April of this year participants in the scheme disclosed that factionalism had developed, causing the Accord to be frozen. The European Commission's DG 4 section was also investigating it for monopolistic practices.

After the summer Accord was reawakened, but with a focus on promoting reciprocal arrangements between banks and systems from the countries involved.

This competition-based progress has yet to percolate through all of the countries involved, and perhaps one of the sternest warnings about the banks' fate came from Mr Joao da Fonseca, the outgoing Visa Europe president.

Speaking at a recent Financial Times conference he argued that the banks risk handing over their payments business to retailers. The French experience, and cracks in the West German facade show that retailers are likely to be some of the most interesting competitive forces in the plastic card business.

Mark Deiler

Scandinavia

A lesson for the rest of Europe

THE HIGHLY developed retail market in the British market in the last year, it has 44 members of the Visa network.

"The number of Visa cards in the UK has gone up by 30 per cent in a year," says Mr Patrick Bowden, head of business development at Visa. "I think Visa UK has done particularly well in a much more competitive market."

Mr Bowden reckons that there is still plenty more room for market growth. At present about \$65bn is spent each year using Visa products in Europe, the Middle East and Africa. Mr Bowden calculates that the total reasonable available market (excluding purchases for which a Visa card is not suitable) is about \$2,500bn and likely to rise to about \$4,500bn by the end of the century.

Perhaps because of quality, which existed in several European countries before it reached Britain, something of the old Hercules has gone out of relations between Visa and its rivals MasterCard/Eurocard. However, at present at least there are no suggestions of a merger in the offing.

In December last year, Eurocard and Visa even announced something of a breakthrough. By the summer of 1991 a scheme will be in operation which would allow some pooling of cash machine facilities between the two networks, at least for those member banks which wished for it.

Since then however, progress has been slow. Visa says it has handed over technical documentation to allow the building of a communications interface between the two systems and is waiting for a response. "We still hope that some ATMs will be opened up to Visa in 1991," says Mr Bowden.

One of the 11 Visa banks in West Germany however has

been looking up after several depressing years. Mr Hart has pulled MasterCard back into the black and expects to announce a profit early next year compared to a \$11.4m loss in 1988.

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Mr Hart has also spent much of the year building up MasterCard's operations in the Far East and in particular Japan.

In the UK a MasterCard/Eurocard forum has been established to provide a central reference point for MasterCard Banks. The group is chaired by Mr Derek Wainless of NatWest, who sits on the board of MasterCard International in New York.

Meanwhile, those on the look out for developments among the payments systems are on the watch out for the Japanese. JCB, the Japanese credit card system, is poised to pull ahead of Diners Club in the next few years, and join the top league of credit card issuers. There are more than 14m JCB cards world-wide, compared to 6m Diners Club cards. Although Diners Club is still ahead with an annual transaction volume of \$17.8bn, the lead is narrowing.

JCB has a network of 350,000 retailers outside Japan, most of them concentrated in the international cities where most Japanese tourists are to be found. Though this number is too small for a fully-fledged payments system, it is growing steadily. JCB has already dipped a toe in the US market. It looks more or less inevitable that it will try out a card product in a European market, probably the UK.

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Payments systems competition is hotting up

Visa troubled by onset of dualism



Joao Ribeiro da Fonseca: established Visa in Europe

THESE ARE testing times for Visa and MasterCard, the international payment systems through which the banks' credit cards operate. As competition heats up in retail banking across the world, card-like arrangements are dissolving as individual banks scramble for market advantage.

Visa, the acknowledged front-runner, with more merchant outlets and a bigger card base than anyone else, has not been immune from shocks.

Take its fortunes in the UK market, for instance. Early in 1988, Visa's star in the UK market seemed to be in the ascendant. With all new credit card issuers opting for Visa, questions were even being asked about the chances of survival for Access, the main rival brand.

Visa was also putting out feelers behind the scenes for a deal with the West German banks which would have made it the main West German credit card issuer. Meanwhile Visa debit cards were blazing a trail in the UK market.

A year later, the landscape has changed. In Britain, all the large banks are dual issuers and acquirers for both MasterCard and Visa. The arrival of dualism has been bumpy, leading to public quarrels between Visa and some of the new issuers about the society's rules.

Visa debit cards have lost ground to Switch, a new debit card brand devised by British banks for themselves. Switch, not Visa, now looks like becoming the national UK debit card.

The talks with the West German banks broke down and Visa is resigned to a long battle before it has any chance of dominance in the West German market.

Meanwhile, Mr Joao Ribeiro da Fonseca, the Portuguese banker, who established Visa's European, Middle East, and African operation has announced that he will retire early as chief general manager in the new year. His replacement will be Frenchman, Mr Jacques Kosciusko, formerly head of retail banking at Credit Lyonnais.

Visa has notched up an impressive series of achievements in the British market in the last year. It has 44 members of the Visa network.

"The number of Visa cards in the UK has gone up by 30 per cent in a year," says Mr Patrick Bowden, head of business development at Visa. "I think Visa UK has done particularly well in a much more competitive market."

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David Barchard



Bowden: good year for Visa

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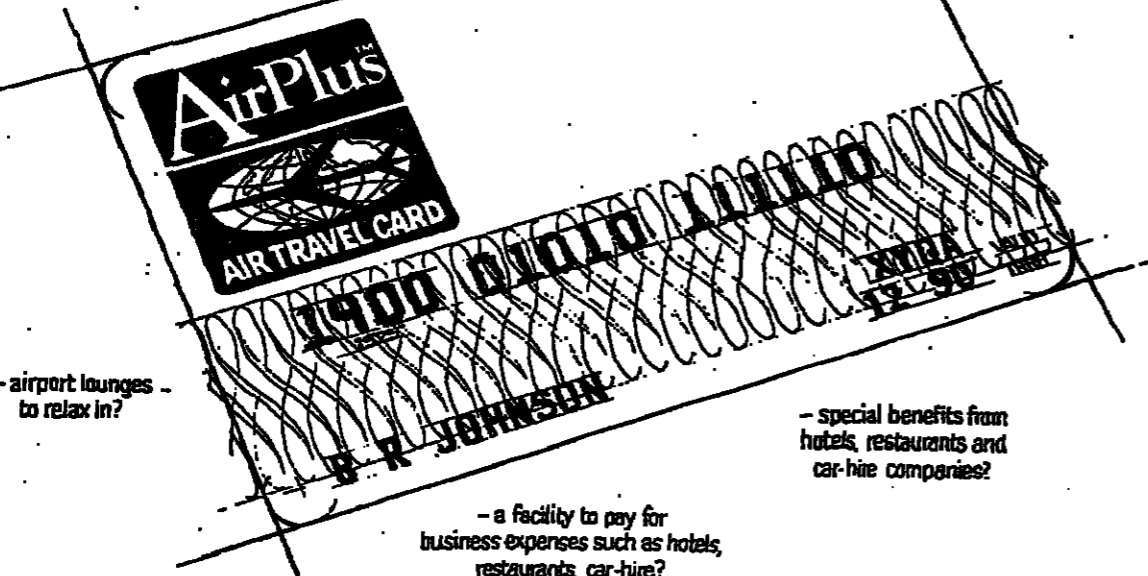
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PLASTIC CARDS 3

David Barchard looks at the store cards' move on a banking arena

Shoppers wary of high rates



Bignall: pleased with Assent

usual over the last year, apparently because of the slowdown of consumer spending in a high interest rate environment.

The volume of credit outstanding on cards issued by the RCG - believed to be about 70 per cent of credit on the high street - has been marking time at £1.1bn since the first quarter of last year.

Not surprisingly, perhaps because of the high interest rates, store card customers seem loath to take up credit. The amount outstanding per account has been falling through 1988 and 1989. It is nearly 11 per cent lower than it was two years ago.

If bank customers do not like credit at the price at which it comes from the retailers, they do tend to like the regular customer status which comes with store cards and perhaps also the marketing exercises.

Even if they do not issue cards which can be used for payment, some retailers - notably hotel groups - use a plastic card linked to a discount or other privileges such as a club membership symbol. For the issuer, these cards help build up a useful database about regular customers.

Meanwhile, some retailers have moved more deeply into the banking arena. Transax, a Birmingham based company, has set up an inter-retailer

cheque guarantee service independent of the cheque guarantee card scheme operated by APACS, the inter-bank payments association.

Transax offers 21,000 retail outlets an instant cheque authorisation service, working round the clock every day of the year. Cheques can be guaranteed up to £1,000. If cheques are stolen, a stop can be put on them in seconds.

Among the retailers accepting the scheme are Harrods, Argos, Gleneagles, Ratners, Trust House Forte, Hertz, and Texas. The scheme is designed to takeover where, until recently, the banks left off.

"The average cheque is now well in excess of £100, so more and more retailers and traders are turning to us," says Mrs Marjorie Walsh, managing director of Transax.

Apart from relying on banking services provided by non-banking organisations, several large retailers have quietly acquired banking status.

These include Burtons and Marks & Spencer, as well as Harrods. Though none of these retailers have yet used their banking status in a way which alarms the larger banks, the blurring of the boundary between themselves and the retailers is something which alarms some bankers. In the US some retailers are involved

in providing financial services. The store card looks like an early stage along the way.

Some of those US retailers are testing the water in the UK. For example, IGE Capital Retailer Financial Services, an offshoot of the General Electric Corporation of the US, last July established an office in the UK with the declared aim of identifying business opportunities in the private label credit card area.

"We're still learning about retailing and looking at the store card business in the UK," says Mr Raymond Nied, director of Retailer Financial Ser-

vices. His brief is to look for retailers large enough to generate £25m in average consumer credit receivables and which are interested in GE's credit card and relating services. Another goal is to find a partner for a joint venture in private label card services.

"There are obvious differences between the US and UK retailer markets," says Mr Nied. "For a start there are many more retailers here. In the US the pattern is more of large malls and chains served by local banks. Also the US is terrible at EFT-POS. People use cheques for almost everything."

Meanwhile one of the banks, Barclays, has moved into the store card market with a budget card called Assent.

Assent is a MasterCard and offers customers the chance to buy up to 20 times a fixed monthly payment. Its attraction is that it carries a much lower rate of interest than the store cards and, since it is a MasterCard, it can be used in a wide variety of outlets.

Assent seems to be one of the more slowly-growing cards on the market, although Mr Ken Bignall, chief executive of Barclaycard, professes to be pleased with the growth of Assent's customer base.

Regaining ground lost to the retailers is an uphill struggle.

MORE THAN half the plastic payment cards issued in the UK are the products not of banks but of retailers. For nearly 25 years, some of the main retailing groups in the UK have offered their customers the chance to pay for their purchases with plastic.

Store cards get a more limited press than bank credit cards but usually not a very favourable one. This is largely because the interest rates they charge are in the 30 to 40 per cent range. This is well above the most expensive rates on bank cards which are perched at 29.9 per cent APR.

"Rates of cards issued by our members have to be higher than those of the banks for several reasons," says Mrs Elizabeth Stanton, director of Retail Credit Group, an umbrella organisation for retailers which offer credit cards.

"They have smaller balances than the bank cards and the only source of interest for the cards is the interest they generate. There is no merchant service charge."

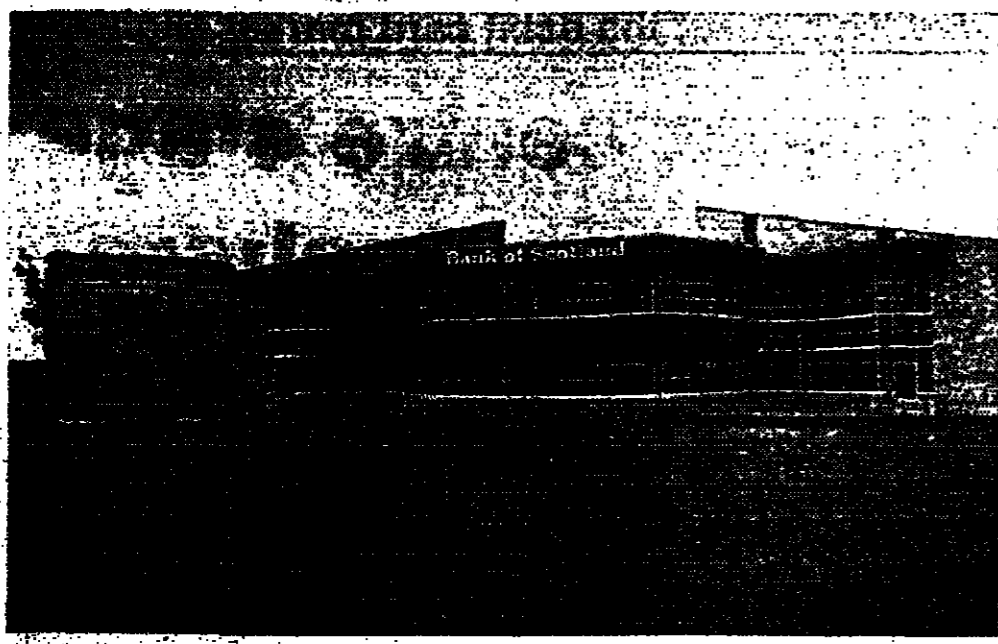
This argument strikes some bankers as disingenuous. Store cards were not supposed to be banking products and their cost might be expected to be covered by revenue from the sale of goods and services.

However, store cards do have some problems that the banks do not. They incur higher losses than bank cards, especially at times when the consumer is under strain.

Altogether, the nine members of the RCG have 7.6m customer accounts. The figure has been growing more slowly than

its first accounts until November next year. By then the dust may be settling and it may be easier to gauge what sort of future lies ahead for the UK card processing industry.

David Barchard



Bank of Scotland Visa Centre, Dundermilne: offers its services to other banks

Processing is becoming big business

Battle for customers

WHEN THE Bank of Scotland decided to cut its links with Barclaycard in May 1986 and take its credit card processing in-house, it decided to set up a credit card processing centre offering its services to other issuers.

The Bank of Scotland Visa Centre at Dundermilne is growing steadily. Three blocks process cards for the bank, Halliwell, Chase Manhattan, and the Bank of Scotland AA Visa card. In February a further 30,000 sq ft will be added to its premises when a fourth block is opened. A fifth is on the way.

Credit card processing is coming out of the shadows and becoming a separate and increasingly important business activity in its own right, rather than a back-stage in-house operation.

The shake-up in the plastic cards industry in the last two years has stretched UK card processing to capacity.

Players coming into the cards market have sometimes preferred to have their processing done by an outsider.

The growth of the market has put heavy pressure on the existing processing operations. This has made it impossible for them to do all their own processing in-house even if they

Processing is coming out of the shadows and becoming a separate and increasingly important business activity in its own right.

Switch, being an electronic only mark, does not offer the same market opportunities. Most Switch processing is done by NatWest in Leeds.

Furthermore, the needs of card processors are changing. Issuers like to perform at least some functions for themselves, particularly those which touch on the sensitive area of customer relations.

However, Mr Lee says that he is hopeful of going to Signet's customer list in 1990. "We are talking to several people in the UK and outside and do expect some newcomers to Signet next year," he says.

Competition for the new business is steadily increasing. American Express has a processing subsidiary, FDR, at Brighton which is actively interested in bank credit card business.

FDR has the advantage that it is less of a direct competitor with the banks than Signet or the Bank of Scotland.

Mr Lee is hopeful that Signet will be able to attract business from Europe. But there is also the possibility of additional competition in the UK market from outside.

Two US card processors are known to have put out feelers to explore the UK and European markets.

A store card processor, IGE Capital Retailer Financial Services, opened a business development office in London last July and is looking for a joint venture partnership to build on.

There are also strong competitors in Europe. Sigos in France processes about 200m transactions a year - roughly half the volume that Signet does.

It might well be interested in entering the UK market. So, conceivably, could GZS, the West German inter-bank payments system whose role in the German card industry broadly parallels that of Access during its first decade or so.

Other small banks, such as Giro and Co-op, which already process credit cards, may be tempted to take the Bank of Scotland route.

However, at present the smaller players in the UK card processing market are mostly store card processors serving the retailer market.

A bigger challenge may be adapting to the changes which follow when paper is gradually phased out of the system and replaced with electronic transactions.

Signet is thought to have one of the most impressive processing operations for paper-based transactions anywhere in the world. But its activities are geared to sorting vouchers, opening envelopes, and processing cheques. This way of doing things may decline in importance as the 1990s advance.

There is also the need to keep up with new processing technology and the new investment this will require.

NatWest has recently invested in a first generation of image processing technology which allows document images to be captured and processed on screen.

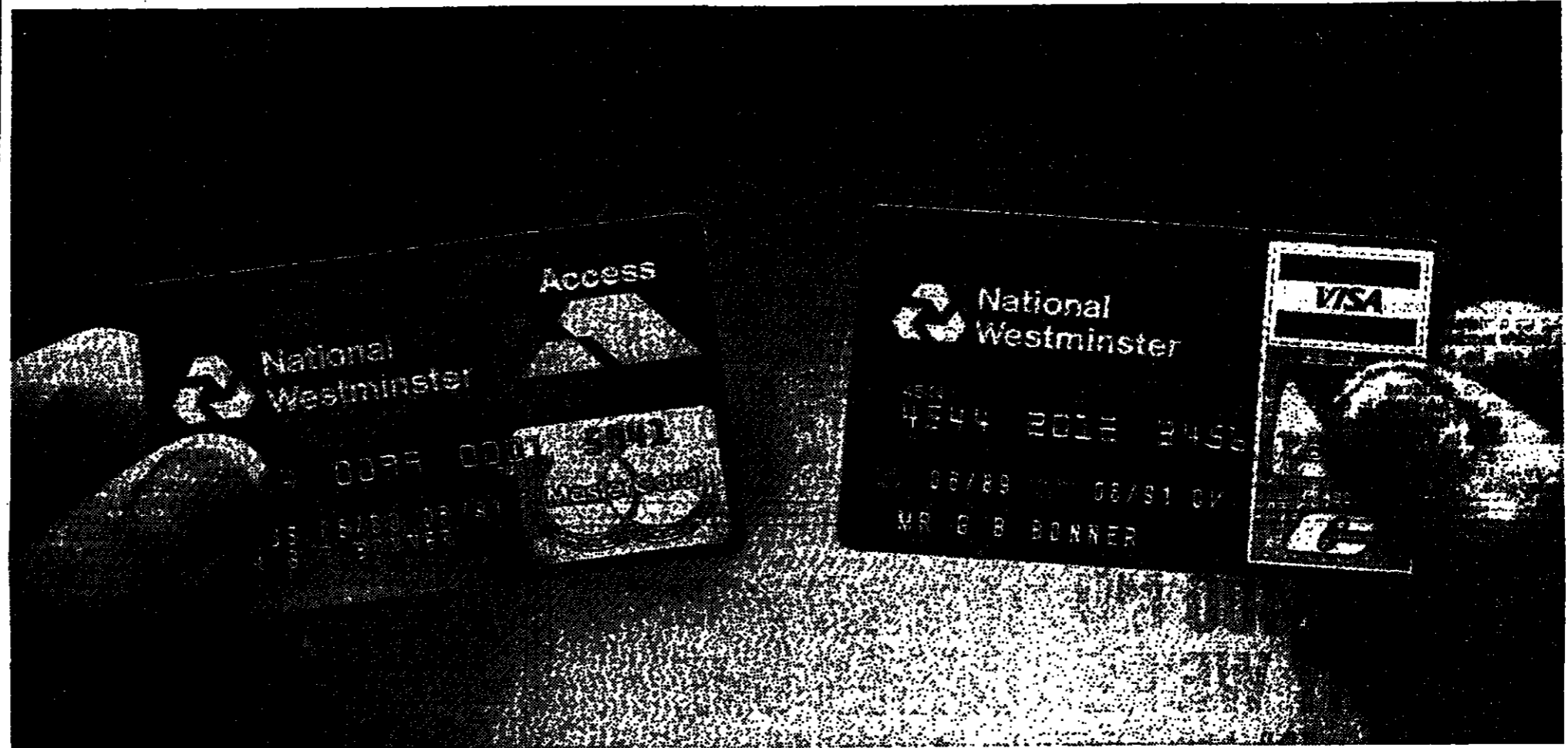
Barclaycard looked at image processing three years ago and decided that it was not yet ready for adoption. Mr Ken Bignall, chief executive of Barclaycard says he thinks the time has arrived.

Investment decisions are particularly delicate at Signet where at least two of the three large banks among its owners are known to be reviewing whether or not they should sell out their stakes.

Signet is not due to produce

its first accounts until November next year. By then the dust may be settling and it may be easier to gauge what sort of future lies ahead for the UK card processing industry.

David Barchard



Most banks now offer a number of credit cards for you to choose from. But are they all as straightforward as you would like them to be?

NatWest has decided to keep it simple. We can offer you both Visa and Access.

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A facility that can allow you up to 7 weeks' credit interest free.

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IF YOUR BANK DOESN'T OFFER BOTH IT'S TIME FOR ACTION.

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You can treat yourself to a Korma in Calcutta on Visa or Bratwurst in Berlin on Access.

In fact wherever you travel you need never be placed in the embarrassing situation of having

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PLASTIC CARDS 4

Is there a place for the smaller player? David Barchard reports

An affinity for segmentation

THERE IS much more to plastic than simply facilitating payments says Mr Christopher Rodriguez, chief operating officer at Thomas Cook and a former senior executive at American Express.

"We are beginning to see personal plastic more and more as a means to an end. Gold cards for instance are really a state of mind," he says.

Next year, Thomas Cook will enter the plastic card market with a product aimed at the travel and entertainment sector. Why should a late comer want to join what looks like an overcrowded market?

"Thomas Cook looks more and more to plastic as a way of reinforcing our relationship with travellers and customers," says Mr Rodriguez.

The biggest change is the shift to segmentation," says Mr Rodriguez. "Financial institutions want to build up their relations with customers. So, whereas they used to offer them a plain vanilla payment card they are now saying that a certain element of life is so important that they offer their customers the chance to wear a badge showing it."

A good example, says Mr Rodriguez, is Midland Bank's Arts Card which always sparks off a conversation when it is used to pay a restaurant bill.

Cards of this sort are known as affinity cards. The first affinity cards in the UK, such as Bank of Scotland's NSPCC card or Girobank's Oxfam card, were linked to charities. Bank of Scotland had already made its entry into the Visa credit card market with a card carrying the badge of the Automobile Association.

Unlike the charity affinity cards - which work on the principle that the credit card organisation donates a fixed amount to charity - these are straightforward joint marketing exercises.

However, the two types of affinity card, charity and non-charity, share the idea of opening up a membership group to a bank's marketing operations. This can be a quick way of getting into a difficult market.

There are believed to be more than 1m AA cards in the market and Visa has used a similar tactic in West Germany by issuing a card jointly with ADAC, the West German motor club.

When Barclays launched its first card this year, it too was a co-branding, this time with the RAC.

However, not all smaller card issuers rely on the affinity principle. In 1988, Save & Prosper, the consumer banking arm of Robert Fleming, and Chase Manhattan, both launched cut-price credit cards designed to attract off good customers - the sort of people who have impeccable financial prospects and are probably house owners but need to borrow a little money each month - from the larger banks.

Both Save & Prosper and Chase Manhattan were reported

is offering a lower rate of interest and a lower charge.

His rate however is not the lowest on the market. That distinction goes to Town & Country Building Society whose card carries a monthly rate of 15 per cent (APR 19.5), while Chase Manhattan and Save & Prosper are up at 1.85 per cent a month (APR 24.0).

The cut-price cards aim at "cherry-picking" quality customers. They are mostly not intended to become cards with a mass customer base, unlike some of the new cards launched by larger players.

Leeds Permanent wants permission from its members to join the Switch scheme, and so are most of the other top five building societies. The golden era of the building society credit card has proved remarkably brief. It was only at the end of 1987 that societies obtained the right to issue cards.

Though small banks will probably continue to join Visa International, they may prefer to go the affinity card route in search of customers outside their current account base.

Bank of Commerce and Credit International has issued 13 separate affinity cards, linked to a variety of good causes: Care for the Wild, the Radio Society of Great Britain, and the Downs Syndrome Association. Most recently the bank launched a GreenCard which aims at raising up to £2m for the environment over the next two years.

BCCI says that it has the highest contribution rate of any affinity card - 30p donated for every £100 spent.

However, not everyone is sure that charity cards are necessarily the best way forward in the market. What some of the larger banks are looking at is ways of targeting identifiable groups of their customers with specialist cards closely linked with their economic and social status.

Midland Bank, has segmented its customers into Vector (for Yuppies), Orchard (for middle aged, middle income home owners) and Meridian (for high income customers).

The results have not won universal approval but there seems to be general agreement that segmentation, especially in the plastic card business, can yield results.

Experiences such as this make some of the larger issuers sceptical about the merits

of affinity cards. "I consider them a dead dog," says Mr Gerry Hawkins, assistant general manager for card services at Lloyds Bank.

Other new entrants to the credit card market run the risk that their cards will turn out to be loss-making adjuncts to their retail banking services.

Realisation of this, last June, seems to have halted Abbey National's plans for a credit card. Instead it looks probable that Abbey's first experiment with plastic will be a debit card with the Switch branding.

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BCCI says that it has the highest contribution rate of any affinity card - 30p donated for every £100 spent.

However, not everyone is sure that charity cards are necessarily the best way forward in the market. What some of the larger banks are looking at is ways of targeting identifiable groups of their customers with specialist cards closely linked with their economic and social status.

Midland Bank, has segmented its customers into Vector (for Yuppies), Orchard (for middle aged, middle income home owners) and Meridian (for high income customers).

The results have not won universal approval but there seems to be general agreement that segmentation, especially in the plastic card business, can yield results.

Experiences such as this make some of the larger issuers sceptical about the merits

The arrival of Switch has set the debit card market alight

Retailers take centre stage

IN THE UK payment card industry, 1988 will probably be remembered as the year in which Switch, the electronic-only debit card, firmly established itself as a leading player.

It may also go down as the year when Visa responded with an unprecedented step: a second brand in the UK in order to head off the growing threat from Switch in the debit card market.

Visa's action seems to have been triggered by the steady growth in the numbers of retailers and banks joining the Switch scheme.

Even Marks & Spencer, which has never accepted any bank payment card, broke new ground by saying that it will run trials. Most other large UK retailers either accept the scheme or are in negotiation with one of the Switch banks to join it.

By the end of this year there will be at least 15,000 electronic checkout terminals in retailers accepting Switch and perhaps 10m cards issued. Mr Derek Wanless, general manager for UK branch business at NatWest, expects that there will be 200,000 terminals in operation by the end of next year.

"There is a strong demand coming from the market for this product," he says. "We are very pleased with the way it has gone so far."

Though Switch still has less than 7,000 merchant outlets while Visa has about 315,000, a very strong retail network is taking shape.

There has been a steady flow of banks into the scheme, led last spring by the Bank of Scotland, and followed by Yorkshire Bank, and latterly the Halifax building society. Halifax's decision to join Switch is remarkable because it became a Visa card issuer last year.

Most other large building societies are known to have plans to join the scheme and will probably try to add Switch to the functions on their cash withdrawal cards.

Most impressive of all however, was the Damascus road conversion of Barclays and Lloyds Bank, the first debit card issuers in the UK, to Switch. In early October, both banks announced within a few hours of each other that they were applying for Switch membership.

Mr Seymour Fortescue, Barclays director of retail services, made it plain in announcing the application in September that Barclays was joining Switch in order to be able to offer retailers the branding along with MasterCard and Visa in a combined servicing package.

"Retailers clearly want to negotiate terms with a single

bank on behalf of all three payment systems and they want a terminal that will accept all three types of payment cards," he said.

Mr Fortescue dangled the possibility that Switch would benefit from the addition of the 11,000 PDQ electronic terminals which Barclays already has in the field. However by early December talks between the Switch Banks and Barclays and Lloyds had not produced a clear agreement on the terms on which they should join Switch.

To understand the volte-face implied in this decision, the previous 18-month history of Switch must be born in mind.

Switch's origins go back to the period in 1987 when Barclays and Lloyds banks announced their plans to be first into the debit card market by issuing a Visa debit card. The new card seemed an elegant solution to the tricky problem of how to launch a completely new product on the market.

Visa debit cards would have the advantages of the Visa system - world-wide use and immediate access to all Visa retailers including those without electronic terminals - while drawing funds from the cardholder's current account at his bank, rather than a credit card.

The card had to be Visa and not Access because Visa had agreed early on to the idea of a debit card carrying its branding.

Access, the other main UK credit card branding, turned down the idea of a debit card when Lloyds approached it. Hence the defection by Lloyds, an Access shareholder bank, to the Visa camp.

The remaining large Access banks, NatWest, Midland, and Royal Bank of Scotland waited some months before announcing their debit card strategy.

In the interval, it became clear that there was strong retailer opposition to Barclays Connect, the first Visa debit card, and even then Barclays bowed to the retailers and adjusted the terms on which it operated, the retailers continued to send strong signals that they did not want a credit card branding to be used for the new generation of debit cards.

In March 1988, NatWest, Midland, and Royal Bank of Scotland, unveiled their plans. Their new debit card option would be an extra function added to their existing automated teller machine and cheque guarantee cards called Switch. It would have no links with either Visa or MasterCard (the international affiliate of Access) and it would not work through vouchers.

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Wanless: 200,000 terminals by next year

When MasterCard made discreet approaches to see if its branding could not be added to Switch, it was politely rebuffed.

Barclays and Lloyds were both deeply sceptical about Switch. The tasks involved were certainly daunting. A national retailer network had to be established from scratch. Entirely new processing facilities had to be set up as well as the electronic data networks.

The only side of the operation which looked relatively easy was card issuing. Because Switch was added to the existing cheque guarantee and cash withdrawal cards of its members, the symbol was simply put on new cards being issued.

However, Switch's strongest asset from the outset has been the enthusiasm of retailers. "We are very excited by Switch," says Mr Jeremy Grindle, retail operations director at J Sainsbury. Switch's design deliberately incorporates retailer preferences. Retailers pay a flat negotiable fee per transaction unlike the percentage commission on credit cards.

Switch also wins retailer approval for having a more competitive inter-bank pricing structure than credit cards, where there is a fixed one per cent "interchange fee" paid between the card issuing bank

and the retailer's bank. These and other characteristics of Switch have led to frequent charges that it is under-priced and the banks may end up losing money on it.

But the basic reasons why large food retailers like Switch are fairly obvious: it is faster, cheaper, and more secure than traditional paper-based forms of payment, while Switch enables them to avoid the heavier commissions charged on credit charge transactions. Until recently any retailer taking Visa debit cards also had to accept all Visa credit cards.

Latest blow in the battle is Visa's surprise announcement in November that it will offer an electronic-only card, called the Electron card, a separate Visa branding from the familiar Classic brand. It is intended for food retailers and some utility payments.

Sainsbury's was swift to accept Electron - which means in practice Barclays Connect and the Lloyds Visa card, though neither yet carries the Electron symbol. Retailers were quick to claim a famous victory. It will take some months however before it is clear whether or not the Electron branding will be able to block Switch's steady progress in the market.

David Barchard

Technology has spawned an array of terminals says Alan Cane

Range of services widens

THE MAGNETIC stripe embedded beneath the skin of today's plastic card confers a powerful benefit on an otherwise dumb token. It gives it the ability to interface with computers and so act as the key to a broad range of services electronically delivered.

It has provided the impetus for the development of an array of different kinds of terminal from a diversity of manufacturers which are able to accept and read plastic cards.

These terminals can be broadly divided into two categories corresponding to self-service and cashier-service. First, automated teller machines (ATMs), the sophisticated cash dispensers which are commonplace in the walls and lobbies of banks and building societies. Second, point-of-sale terminals found in a variety of retail outlets.

It fell to ATMs to educate the general population about the use of plastic cards and personal identification numbers (PINs). One indication of how successful they have been is the world-wide growth in the number of ATMs and cash dispensers installed.

According to a new report from the consultancy Battelle Europe, the total number of ATMs installed world-wide is 235,000. Japan and the US have about 75,000 each. There are 56,000 ATMs in Europe, some 24 per cent of the world total.

According to Battelle, the world total of ATMs has nearly doubled since 1984. Mr Geoffrey Tait, marketing manager, financial products for NCR, the European leader in ATMs, says that as a cash delivery mechanism, ATMs are close to market saturation.

The total value withdrawn from European ATMs in 1988 was £140bn through just under 2.5bn transactions.

There are substantial differences between countries. The Swedes, for example, are Europe's most enthusiastic users of plastic cards to operate ATMs. Each Swedish ATM is operated 3,000 times a month, more than twice the European average and almost

10 times more than the 910 withdrawals per machine per month in Greece.

It is a market characterised by a small number of large players. In the US, the market leader is Diabold whereas in Europe, NCR has consolidated its lead over International Business Machines taking 33 per cent of the market to IBM's 20 per cent.

NCR supplies machines to more European countries than any other maker; 15 out of the 17 that Battelle surveyed.

The principal trends in ATM development are:

- The establishment of very large shared networks through mergers between existing networks. France, for example, now has a network totalling 11,457 machines, the only European network to feature in the world's top 10 ATM networks.
- The growth of lobby ATMs; free standing but secure and substantially cheaper than traditional through-the-wall machines.

The banks and building societies do not seem to be greatly interested in complex terminals. ATMs with the option of voice response or interactive video to take customers through transactions have not found many takers.

ATM cards are becoming more multifunctional. Nearly 75 per cent of all ATM cards can act as a credit card, a debit card, a cheque guarantee card or a combination of these.

ATMs may not be becoming technologically more complex but they are certainly offering more functions.

Almost three-quarters of those installed offer other facilities as well as dispensing cash. There is, however, a move to dedicating machines to particular functions. Nobody wants to wait in line while somebody checks their statement in minute detail.

Cashier-service machines of the kind commonly seen in stores and supermarkets can be divided into two groups. First, the large systems of the kind offered by mainframe suppliers such as IBM, International Computers and NCR and

minicomputer suppliers such as Nixdorf.

These systems are integrated - they comprise card reader, teller and customer displays, cash register and bar code reader as the elements of a complete electronic point of sale system.

Such a system is likely to cost between £3,000 and £5,000 a station. Retailers, of course, differ in their requirements and may wish to take only selected elements rather than the complete package.

Second, suppliers such as Fortronic, Vector, Baco and Nokia Data who build specialist point-of-sale terminals designed around the need to read and validate plastic cards.

The UK's national EFT-POS system, for example, specified terminals from these suppliers for the pilot operations, now in progress. They are Omron, Fortronic and Nokia Data.

Such systems are designed to be complementary to a retailer's existing point of sale equipment rather than to replace it. They are also built to sell at a considerably lower price than the integrated systems made by the mainframe manufacturers. A typical card terminal of the kind to be used in EFT-POS, for example, might cost about £1,000.

Earlier this year, for example, Lloyds Bank announced a cashless shopping system based on terminals developed by Nokia Data which attach to electronic cash registers. The bank has bought more than 2,500 of the terminals, at about £200 a terminal.

The Nokia terminals can handle all kinds of magnetic stripe cards and it is able to distinguish from the information on the card what network it should use and what security system is employed.

Last month, Barclays announced that it will offer an electronic-only card, called the PDQA, a novel terminal within the reach of retail outlets that found the cost of larger EFT-POS systems beyond them. It is battery operated and completely portable and based around two card technologies.

It uses all leading debit and credit cards through a conventional swipe mechanism but feeds the data collected both from the card and from the transaction to a memory card in the body of the terminal.

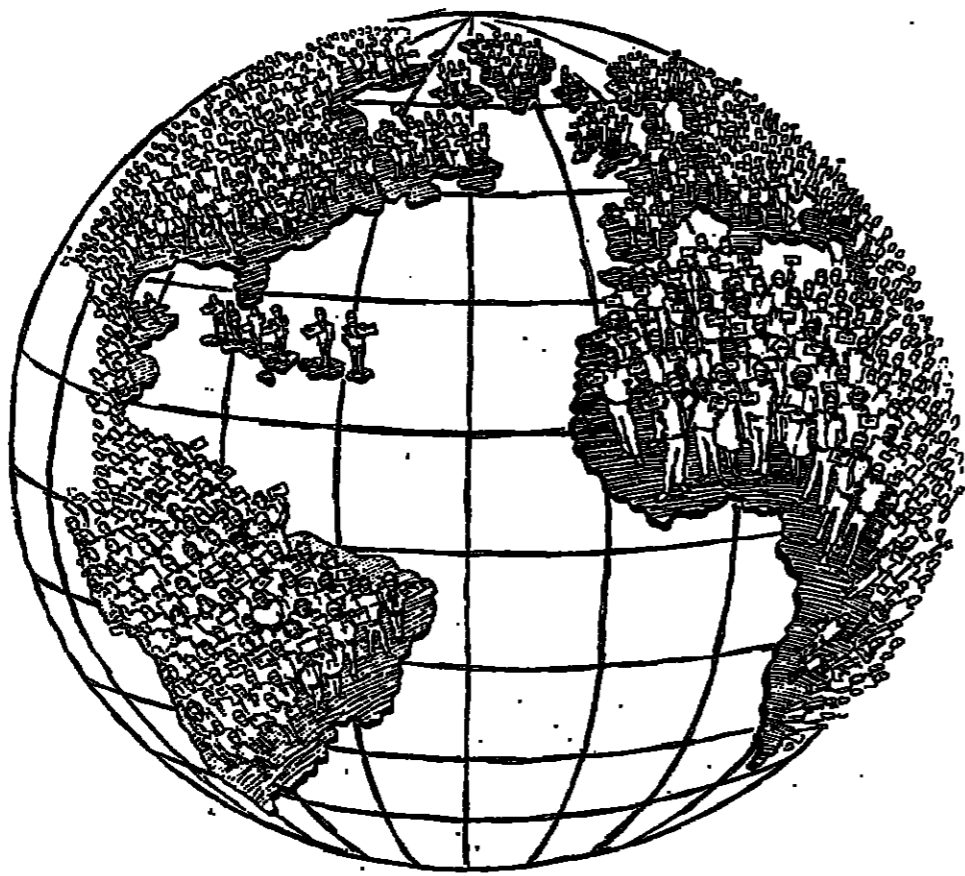
The memory card, with details of the day's transactions can be removed at the end of the day and handed in to a Barclay's branch for processing.

Barclays thinks of its new device as an electronic imprinter, the electronic equivalent of the conventional card imprinter but with its own "hot" list of stolen cards in the memory card.

It looks as if point-of-sale technology will soon be available to the smaller shop and corner store with its estimated cost of about £100.

ATMs and Cash Dispensers: An International Survey and Analysis 1988, Battelle Institute, 15 Hannover Square, London W1R 9AJ

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Automated Teller Machines

Dispensers launch cash revolution

FEW AREAS of the plastic cards business are growing as fast as the use of automated teller machines (ATMs) and cash dispensers. Since 1984, the number of ATMs in the world has nearly doubled to about 35,000.

Japan and the US lead the way, each with 75,000 machines. In Europe, ATM coverage is patchy. The UK has the highest national total with 14,000 machines installed at the start of this year. UK machines are divided between several competing networks.

France with its single network of 11,457 machines has Europe's biggest network. Though West Germany has only 5,100 ATMs, all but a handful of them accepting Eurocheque cards only, its network counts as one of the larger ones. Per capita however, the picture is slightly different.

There are only 84 ATMs per million West Germans, compared to an average for Europe of 158. France has the highest with 421 machines per million of the population.

The ATM revolution is changing life for travellers even in relatively less-developing countries. Not all travellers care for the ability to draw out money from their bank back home.

Mr Chris Rodriguez, chief operating officer at Thomas Cook, says that some travellers are motivated by the thought of unlimited cash on holiday. "They still prefer travellers' cheques because it gives them tighter control over their spending."

Nonetheless, consumers increasingly view ATMs as a natural adjunct of life, bringing pressure on airports and similar institutions to provide ATMs in strategic locations for travellers.

This pressure from the market poses two sets of questions for banks. Firstly, there are the commercial issues. ATMs mostly reflect recent and fairly heavy investments.

"I don't think the point has yet arrived at which we should regard ATMs as utilities, though it may do eventually," says Mr Derek Wanless, general manager for UK branch business at NatWest Bank.

A complicating factor is the possibility that ATMs may be used by a smaller competitor with a limited branch network to take customers away from a larger one. Banks charge each other a fee when their customers use another's ATM. The size of the fee is not made public.

One large player in the UK retail banking market, Halifax building society, recently introduced a charge of 50p to its customers for each cash withdrawal they make using the machines of other institutions on the same ATM network.

The second issue is the need for security. Some ATM systems have invested much more heavily in encryption and security than others.

"Think how many centres the message passes through when you draw money in London by using an ATM in Istanbul," says one banker. "Unless you have a fool proof encryption system in place, there is a great deal of vulnerability at least in the long run."

Banks have learned not to give too much information away. One small ATM system in the UK discovered to its horror that there was sufficient information on the transaction record for its machines were issuing for magnetic stripe information to be duplicated by fraudsters.

Nonetheless, the pace of change in the market is clear. A recent study by the British Financial Technology Group identified several important trends:

- Networks are growing larger through mergers. In the UK in the last year for example, the 4,000-machine Mint network of Midland Bank, NatWest Bank, and TSB was set up during 1989, while two smaller networks, Link and



Consumers increasingly view ATMs as a natural adjunct of life

Matrix, catering mainly but not exclusively for banks, also joined forces.

• ATM cards serve an increasing number of purposes. Almost three-quarters of them are either a debit card, a credit card, or a cheque guarantee card.

• The number of facilities offered by ATMs is growing. Customers want to be able to get more detailed information about their accounts and they may also use ATMs to deposit money as well as for withdrawing cash.

• The proportion of ATMs located in branch lobbies is rising.

The market for ATMs in Europe is dominated by NCR and IBM which have a market share between them of over 50 per cent. However, NCR is pulling ahead of IBM. Four years ago IBM had a larger share of the European ATM market than NCR. Today the ratio is 20 per cent to 33 per cent in NCR's favour.

In the UK, NCR supplies ATMs to NatWest, Barclays,

Midland, TSB, Girobank, Lloyds, and Abbey National, as well as the Nationwide Anglia building society. Lloyds has recently switched from IBM by ordering 150 NCR 5085 machines at a cost of £3.6m.

In the US where Diebold is the main supplier, there are two main ATM networks, Citrus and Plus. Plus, which is based in Denver, Colorado, has more than 28,000 machines around the world, of which 1,100 are in the UK, through a tie-up with the LINK network.

ATMs are not only for those away from home or those who have no chance to visit their branch during the day. Automation of branch banking is advanced in Europe and the US. One of the front runners in Europe is Midland Bank which has converted many of its high street branches into self-service branches.

Self-service facilities have to be in real-time to be effective and most of the larger British banks, other than TSB, are still not able to offer real-time information to their customers. At

other banks, balance information usually reflects the state of a customer's account at the close of the previous day - or even earlier.

This should change when EPOS UK is running. Its terminals will eventually offer customers the chance to see how their bank accounts stand on an up-to-the-minute basis.

A more urgent task in Europe is the establishing of an system of ATM inter-operability in the European Community.

Two years ago, European banks met at Florence and laid down proposals for a scheme to allow bank customers to use a single card throughout the Community. However the proposals, which largely reflected the thinking of the West German banks, were attacked as anti-competitive.

Though networks are gradually merging in both Europe and the UK, the divisions between them may take a long time to disappear.

David Barchard

Alan Cane examines the impact of technology

Smart card transition

SMART CARDS, credit card-sized pieces of plastic with computer circuitry embedded beneath their surface layers, are coming of age.

They fulfil the functions of a conventional magnetic striped card in banking and cashless shopping and many more beside. They are virtually impossible to counterfeit. They are able to store large amounts of information of all kinds and can operate either on-line or offline (connected directly or not connected to a central computer).

In the US, smart cards will soon replace conventional magnetic stripe cards for banking and retail applications. A recent industry report, suggests that the transition will begin in earnest in 1993 and that by 1998 there will be 75m smart cards in use.

France, which gave birth to smart card technology, is in the latter stages of a Fyrib programme which will involve the distribution of 16.4m units of a hybrid smart card called Carte Bancaire. Hybrid cards or mixed cards include both a computer chip and a magnetic stripe on the same card.

While trials in most countries are at an early stage, there is some evidence that smart cards are as well accepted as their magnetic striped equivalents in retail.

Mr Roy Bright, European managing director of Smart Card International reported the results of a trial carried out in Lilleström, Norway. It revealed that 88 per cent of retailers thought the smart card system performed up to their expectations while 4 per cent were disappointed. Furthermore, 82 per cent thought customers were either pleased or very pleased with the system and 84 per cent believed their staff were equally satisfied.

The retailers who sponsored the survey have ordered about 600,000 cards and associated equipment based on French technology and are establishing the system in 12 cities including Oslo.

According to Ms Sarah Brown, author of the smart card report, however, the market has to be drastically rethought. She argued that the emphasis on banking and credit card applications should give way to a greater concentration on other uses. For example, the possibilities of using smart cards as a portable

Loughborough University, and seems likely to carry it on into a second year and with a more broadly based clientele. According to Mr Bob Carter, research and development manager for Midland's card and electronic products division, the future of the card in the UK has become very promising.

Midland intends to improve the security aspects of its trial by including "biometric analysis" in the next phase of its development. It will be testing "dynamic signature verification" - storing in the memory of the smart card not only the geometry of a cardholder's signature but the way in which it is written; speed, depth of stroke and so on.

Barclays Bank has launched a multi-application trial involving some 2,000 cards with a sports club near Northampton. Sky TV, the satellite broadcaster, is planning smart cards to enable its subscribers to decode pay television services.

The report on smart cards predicted the market for them would be worth between £2bn and £3bn by the mid-1990s.

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medical record, social welfare token, security device and personal database. However, Mr Bright pointed out: "The smart card still has to overcome a number of obstacles in order to effect the transition from the initiation to take-off phase. These barriers comprise both technical and commercial issues. Notably; agreement on international standards, improved cost benefit performance and the impact of alternative technologies."

These alternative technologies include the optical memory or recall card which can store the equivalent of more than 1,100 pages of text and graphics on A4 size paper.

A licence for the optical memory card (OMC) developed by Drexler Technology in the US, was purchased by British Telecom in 1986, giving the UK telecommunications company the right to market OMC products on a non-exclusive basis.

In Europe, the OMC is in use in finance, medicine and health care, while in Japan, it has been tested successfully at Sumitomo Bank.

The cost of smart cards is likely to prove a handicap. Memory cards of the Drexler type cannot compete with conventional smart cards in terms of processing power but they are cheaper to manufacture.

Mr Bright noted: "The general level of costs for microprocessors, contact equipped passive cards should have stabilised between \$2.50 and \$12 according to the memory technology and capacity." Conventional cards, produced in volume cost pence per unit.

The most interesting technological development has been the active cards comprising battery, keyboard and liquid crystal display.

According to Mr Bright, they are the "missing link" between first generation smart cards and personal computers. His company's "Ulticard" comprises multiple application programs, read-in and read-out facilities, logical indexing of files and secure access to all levels of the system.

"Given this array of features," Mr Bright said, "any active card costing under \$200 compares favourably with the lowest priced personal computer at over \$700."

The Smart Card, Post-News, Stoke-sub-Hamdon, Somerset TA14 6BR, £189

RETAILERS

Banks wary of threat

HIGH ON the list of beneficiaries from the plastic cards revolution are retailers. Their gains are likely to go beyond cheaper, swifter, and more secure forms of payment. Indeed some bankers wonder whether the shops' strength is may be a threat to their own industry.

This may not be apparent from the signals of the retailers. The task of laying down an electronic payments system for the 1990s has proved acrimonious. The retailers drove one hard bargain after another and split the more or less united ranks of the banks.

The retailers are determined to hold their own on terminal installation. The terminal population of the UK stands at about 64,000, having doubled each year since 1986. Though about two-thirds of these terminals belong to the banks, the remainder were installed by retailers.

Elsewhere, the retailers have increased pressure on the banks to determine the form and direction of changes in the payments industry.

Two influential retailers lobbies have emerged. One, the Retail Credit Group, represents

stores which offer credit through plastic cards. Its members include the Burton Group, Dixons, Marks & Spencer and Next.

The RCG has the double task of exposing shortcomings in the banks' products while defending the need for store cards to charge interest at high rates than the banks.

It brought spotlight on such issues as bank overdraft charges (the retailers think these should be expressed in annualised percentage terms as other forms of consumer credit) and credit card margins. In October, the RCG published figures showing that retailers have to pay nearly five times as much for taking credit cards as they do for taking a comparable debit card.

Each debit card costs a retailer about nine pence, compared to a 1.3 per cent transaction charge on credit cards which works out at 42p on the

average transaction of £32. Figures for other retailers may be higher as the average commission on credit cards is usually put at 1.75 per cent.

The RCG commended the Monopolies and Mergers Commission's report last August, which said retailers should be free to charge a lower price for cash transactions than that paid by credit card.

It pressed the Government to change the structure of credit card payments between banks, arguing that these set a floor below which the commissions charged by merchants cannot fall. At present, when a Lloyds cardholder buys goods in a store whose credit card business is handled by Barclays, then it is Barclays, as the retailers' bank, which makes a payment, in most cases of 1 per cent, to Lloyds.

The RCG says the UK credit card industry is concentrated in favour of the large banks. The top five card issuers (Barclays, NatWest, Lloyds, Midland, and TSB) account for 89 per cent of card transactions and 98 per cent of bank payment cards. The RCG campaign has been helped by the general public's distrust of the banks and their credit cards.

If the RCG represents the retailers' special bombardment in the battle with the banks, Mr Bob Woodman and the Retailers Consortium are the retailers' heavy artillery. The Retail Consortium's payments committee, which Mr Woodman chairs, handles retailer negotiations with the banks to set up debit card and EFT-POS payment systems.

"Current account banking and its related payment services is the banking battleground," Mr Woodman told a bankers' conference. "Retailers are benefitting from an outbreak of competition for their credit card business."

Mr Woodman's verdict on the MMC credit card report was that: "It should be consigned to the wastepaper bin, so that at least the salvage industry could benefit."

Mr Woodman regards many aspects of the retail banking business as still insufficiently competitive. He would like, for example, to see retailers in the UK being allowed to join international payment systems such as Visa and MasterCard.

Some UK retailers, including the Burton Group of which Mr Woodman is a director, have acquired banking licenses. But it is not clear whether they can join banks' clubs such as Visa.

The last year has seen several victories for the retailers, each producing greater competition on credit cards and trimming their margins. Their greatest success was the establishment of the Switch system.

Switch, designed with retailers' needs in mind, appears to be destined to become a UK national debit card system. Even if this does not happen, Visa is offering a modified electronic debit card which would not have come into being without the retailers' campaign.

Two years ago, such a development would have been unthinkable. Indeed the power of the retailers was not fully exposed until the fierce battle followed Barclays attempt to launch its Connect debit card on the same terms as its Visa credit card.

Retailers lobbied successfully to get the banks to raise the £50 ceiling on cheque guarantee cards. This was an area where the banks were extremely reluctant to move. The APACS, inter-bank payments association, guarantee limit was set in 1977 when £50 was worth about £120 in 1989 prices.

The banks had held the limit down for two reasons. The first was to encourage customers to shift away from cheque payment to plastic card methods. The second was the knowledge that higher guarantee limits would mean that losses from fraud would shift from the retailers to the banks.

The big clearers agreed last May to replace the £50 limit with a more flexible system, allowing from some cards to offer guarantees of up to £500. The strongest indication of retailer strength however is the steady fall in the "merchant discount" - the commission charged on each credit card transaction. Eighteen months ago, this averaged 2.5 per cent. Today, it is about 1.75 per cent and falling.

Mr Woodman says that he believes the different payments, such as Visa, MasterCard and Switch, will eventually dissolve and be replaced by a unified transmission network.

He is on record as saying that the merchant discount should essentially represent only communication and transmission costs, thereby taking away all the banks' profits on that side of their business and forcing them to make their profits from plastic cards from the personal customer.

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Fraud and security

Doubts over responsibility

ONE OF the main constraints on the growth of the plastic cards industry world-wide is the fear of fraud.

However, card issuers' concern with fraud and security tends to get played down because they are reluctant to put ideas into the heads of fraudsters.

For many cardholders, the less pleasant side of the card business is the discovery that the loss or theft of a card can be followed by some fraud or even sceptical questioning from the card issuer. Nor is it clear where the balance of responsibility lies.

One large UK building society warns its customers on its automated teller machines (ATMs) that they may be responsible for any losses on their cards until the loss is reported. Would a similar warning be issued with a cheque book current account? Not surprisingly fraud and security issues, and in particular the question of who is responsible for losses incurred on stolen cards, have aroused the concern both of consumer groups and officials of the European Community.

At a recent EFTPOS conference in Edinburgh, Mr Jeremy Mitchell, a specialist in electronic payments issues, warned his audience that "proper standards of consumer protection in banking should not be the subject of a secret deal between the banks on the one hand and the Treasury and the Bank of England on the other."

Mr Mitchell claimed that the banks were being unimaginative in failing to recognise the opportunities of a generous approach to safeguarding the interests of their customers. Are the card issuers being unduly cautious? If one looks at fraud losses admitted by the companies, it might seem that they are.

"Fraud costs the industry about £1 per card per year," says Mr Ken Bignall, chief executive of Barclaycard and the largest UK card issuer. "But if one considers there are over 1m transactions per day, fraudulent usage is remarkably small. Only one card out of every 15 that gets lost, gets abused."

The fears of the card issuers centre on what happens when cards stray from the wallets of their holders. Security features are increasingly built into the electronic terminals. Lists of the "hot

cards" are downloaded daily. Barclays PDQ4, a hand-held terminal being launched next year, will be capable of daily updating. However, in the UK at least, fraudsters tend to use stolen cards within hours rather than days.

Counterfeiting is not a significant problem in the UK, though it is in some European countries, including France and Italy and also parts of south east Asia.

However, some processors and issuers believe that fraud has increased this year. "The trend is upwards. Not surprising since the fragmentation of marks on cards is bound to lead to some improper use."

Mr Tony Lee, chief executive of Signet, the largest UK processor, says he thinks fraud has increased this year. "The trend is upwards. Not surprising since the fragmentation of marks on cards is bound to lead to some improper use."

Mr Derek Wanless, general manager for UK branch business at NatWest Bank, says that the increase in fraud levels this year is a distortion caused by processing problems after the arrival of duality, the combined handling of MasterCard and Visa retailer operations.

"The system couldn't cope for a while so the figures were concentrated and fraud levels seemed to rocket. Now all that has levelled out," he says.

Mr Christopher Brobbel, manager at the Bank of Scotland's Dunfermline Centre, says: "Our experience here on fraud is no worse than anybody else's. Indeed it is probably slightly better for fraudulent applications and transactions."

He says the loss ratio on fraud to total turnover is about 0.13 per cent for Bank of Scotland, slightly under the UK average of 0.14 per cent.

Like most processors in the UK he is chiefly concerned about two types of fraud: false applications, made in the name of somebody else or a non-existent person, and the interception of cards in the post before they reach the cardholder.

Patterns, sometimes potentially embarrassing ones, quickly show up in this kind of fraud. Some card processor operations have names of postal districts, towns, or even entire countries where normal



Tony Lee: fraud has increased this year

operations cannot be safely conducted.

There are also particular groups among which fraudulent card applications are most common. Though names and addresses may vary, card issuers are developing ways of spotting multiple application from a single individual.

"As a processor, we have the advantage that we handle cards of several issuers. So if there is someone who is sending in multiple applications, we do get to be good at spotting him," says Mr Brobbel.

The handling of intercepted cards is a more delicate issue. Marks & Spencer operates a system whereby a card must be validated by its holder before it can be used for the first time. Some banks are considering schemes which would allow cardholders to collect the card from a branch rather than have it arrive through the post.

The alternative would be to incorporate features into the card ensuring that only its rightful owner could use it.

At present cash withdrawal machines rely on PINs, personal identification numbers, for this. PINs are little loved, but until recently no one has been able to suggest a better method.

They are vulnerable to possible interception (a member of the Jack Committee which reported last spring on bank/customer relations claimed to be able to spot a PIN being used at an ATM from the

upper deck of a passing bus). A lot of people find them hard to remember and record safely, especially if they have to use several PINs.

However, some bankers look increasingly at biometric methods — ways of incorporating unique details of each customer on the card.

There are a number of ways this can be done, though they are not always appealing. Finger or palm prints, retina characteristics, saliva, and the way a customer makes his signature can all be recorded and stored on the card and checked in the terminal.

Dynamic signature verification is the front runner here. EFTPOS UK, Bank of Scotland, and Midland Bank have all shown interest. Norton Opax/McCorquodale, and De La Rue have developed two leading systems.

Some snags remain. One is that smart cards are much more expensive than cards with magnetic stripes. A second is that the arrangement for the customer to put the information into the card may be expensive and time consuming.

The biggest problem is the eyes of banks is that there are still likely to be too many false acceptances and false rejections to make dynamic signature verification wholly satisfactory. But with systems getting steadily more sophisticated, their acceptance may be only a matter of time.

The US market has reached saturation point, says Karen Zagor

Growth in small amounts

SMALL AMOUNTS business, transactions of less than \$25, is just one area where the US credit card industry is looking to expand in an increasingly competitive environment.

Punters at Donald Trump's two eponymous Atlantic City casinos can slip plastic cards into the slot machines. Diners at a number of US fast food restaurants can charge their hamburgers and milk shakes to Visa. Film-goers at Cineplex Odeons cinemas can charge their tickets on American Express cards.

Health care is also a promising area, said Visa, because it generates some \$250bn a year but only about 1 per cent is paid for by plastic.

The US credit card market, which expanded rapidly in the early 1980s, has reached saturation point, said Mr John Love, a senior vice president at Faulkner and Gray, a leading industry publisher. Growth will have to come in small, related niches, such as fast-food, restaurants and health care.

While there is still some room for growth, the golden period of the mid-1980s is over. "Credit card companies are competing for market share as opposed to competing for a bigger piece of the incremental growth," said Visa.

In the mid-1980s, the bad debt ratio increased from about 1.5 per cent of receivables to more than 3 per cent.

"When the industry was so handsomely profitable in the early 1980s, issuers thought they could handle the increase in bad debt and for a while they could," said Mr Love. But as profits fell the bad debt began to be felt by the companies.

The industry is increasingly dominated by big names — American Express, Visa and MasterCard. The difference between the services offered by the cards is narrowing.

Traditionally, American

Express was the card of choice for business travellers and other high spenders. Consumers paid their expenses in full each month and paid an annual fee for the card.

Visa and MasterCard, on the other hand, were primarily bank credit cards aimed at the greater middle class with more of a presence in retail outlets.

However, the gap between American Express and the bank credit cards has narrowed considerably in recent years. Visa and MasterCard offer premium cards, which have brought in higher income cardholders. Meanwhile, the American Express Optima card allows customers to pay off the charges over a period of time.

"Nothing is more important

Express still has an edge on the bank cards because it controls the card and merchant bases. Visa and MasterCard are not such monolithic organisations. "We are one company, issuing a family of cards and operating around the world," said American Express.

American Express has spent heavily on its Genesis data processing system to help the company cull details of where the American Express cards are used and what has been purchased and for how much.

It is the middle market players who are likely to be the losers in this competitive environment because they are too big to offer personalised service and too small to offer the economies of scale and sophis-

and aggressive marketing. While credit card companies are fighting for market share, debit cards have an increasingly strong presence in the US. Mr Love estimates that this year there will be 187 million debit cards in the US accounting for 5.2bn transactions compared with 203m MasterCard and Visa credit cards accounting for 3.3bn transactions.

"When a piece of plastic is used more often it has a more important weight in the consumer's wallet," said Mr Love. The banks, which at first offered Automated Teller Machine (ATM) services at no charge to customers and did not see the potential for much profit from these cards, are finding ways to cash in on their increased use.

It is not unusual for banks to charge 60 cents for ATM transactions for customers from other institutions. Consumers are willing to pay for the convenience. Many industry observers believe it is just a matter of time before debit cards are used for purchases at the point of sale.

Meanwhile, litigation is holding up the expansion of Entree, the debit card joint venture by Visa and MasterCard. The lawsuit, filed by 13 states in June in a Manhattan district court, alleges that the two companies conspired to prevent other companies from introducing a national debit card.

The 13 states have offered to settle and Visa and MasterCard have until December 6 to respond. Visa expects the deadline to be postponed.

The growing popularity of debit cards is unlikely to signal the end of credit cards. There will always be demand for credit card, said Mr Love, because there will always be people who want to spend money they do not have and there will always be merchants willing to pay 3 per cent for a sale which would not otherwise occur.

Traditionally, American Express was the card for business travellers... Visa and MasterCard were primarily bank credit cards

to us than customer service," said American Express. However, this attitude has permeated the credit card industry as the notion of a relationship with the cardholder grows in importance.

Furthermore, Visa and MasterCard offer the value-added services which were pioneered by American Express. Such services as purchase protection and automatic insurance for car rental, are now standard, although American Express still leads the pack when it comes to detailed customer statements.

Although these services help attract customers, they are costly and have reduced margins for the card companies.

According to Mr Love, there is likely to be an escalation of the "enhancement wars," to bring more services to the customer, probably with better information for cardholders such as ways to save money on hotels.

In this realm, American

Small players such as community banks are increasing market share because they offer a more personal service and can link up with third party processing associations to provide the sophisticated services of big companies.

There has been considerable consolidation among the bank credit cards. In 1988 the top 10 banks controlled 47.2 per cent of all receivables, and Mr Love estimates that they will probably control more than half of the market by the end of this year. This compares with a mere 37.3 per cent as recently as 1987.

Among the top banks, Citibank has become so large that it stands apart from the other banks. In 1988, Citibank had \$22bn of receivables, followed by Chase Manhattan with \$12bn, Bank of America with \$8.5bn, Discover with \$5.9bn and First Chicago with \$5.5bn. Citibank's growth is attributed, in part, to its successful

Charge cards may be drifting to the margins

A credit to the well-off

AMERICAN EXPRESS and Diners Club are the two oldest players in the plastic card market. Diners Club traces its pedigree back to the 1930s and in some countries, certain restaurants and retailers have been known to prefer Diners Club to Visa or MasterCard.

The changes in the plastic cards market in the 1980s might seem likely to consign the charge card issuers to the margins of the market. The cardholder bases are much smaller than those of the larger bank card issuers. Furthermore, there is no current account relationship cementing the cardholder to the issuer.

And some people believe that Visa or MasterCard, the banks' payment systems, can offer their customers at least as much as American Express.

Certainly, the numbers of their cardholders make both American Express and Diners Club look relatively small.

American Express, for example, has a cardholder base of 1.1m, but when company cards, gold cards, and the like are excluded, many in the industry believe that its base shrinks well below 750,000. Diners Club probably has about half this level.

Both Diners Club and American Express rely on identifying particular market segments and targeting them with the services they want.

"Diners Club has a very loyal customer base, much of which has been with them for good many years. Diners Club cardholders are often well-off people who are fairly well advanced in life," says one bank card specialist.

Earlier this year however, American Express launched its Optima card in the UK and France. Optima is a credit card aimed at people who want to borrow large amounts at relatively low interest rates. On a loan of £2,000, the interest rate on Optima (taking into account the membership charges) is about 17 per cent.

The Optima card brings American Express into direct competition for the first time with the bank credit cards. It is aimed, like the Save & Prosper and Chase Manhattan Visa cards, at upmarket customers. Optima helps guard American Express's customer base against possible erosion by the low interest credit cards and to that extent, its launch was a defensive move.

In the US, Optima has been available since May 1987 and is one of the main plastic card suppliers of credit.

One advantage American Express has is that the Optima card is aimed at its own customer base. To qualify for Optima, a consumer must have a good credit record of at least one year's standing.

The card has had a high rate of take up of Optima, says Mr Alan Stark, managing director of American Express.



Joergen Ammueler: launches American Express in Hungary

In France, where borrowing credit through plastic is a less strongly developed habit, Optima's progress has been a little slower, but is still described by Mr Jurgens Ammueler, head of American Express's European Operations, as very satisfactory.

Mr Stark says that there are indications that American Express customers are using Optima to switch away from higher rates of interest from other sources.

American Express has traded for many years on the idea that its cardholders are people who use the card to signal their financial status when they travel and who are rich enough to pay off their account in full each month.

This begs the question that the concept of an American Express card conflicts with this tradition of opulence. That idea is not one that finds favour with the company.

When Optima was launched, Mr Steve Goldstein, then head of American Express's travel related services in the UK, said: "It's a fallacious assertion that well-off people do not borrow. The question is when and how they borrow. With credit lines that start at £2,500 and go upwards, Optima is not a card for people who want to pay their supermarket bill. It's for large ticket items such as video cameras, living room furniture, and skiing holidays."

This strategy reflects market forecasts that traditional charge card and travellers cheque business will decline in importance and the role of lending will grow.

In 1988, about 70 per cent of the profits of American Express's travel related services came from charge cards and travellers cheques. By 1993, this is expected to shrink to about 57 per cent.

One outside consultancy report, which seems to have the blessing of American

Target segments on whom the company has its traditional business customers: young university graduates and women and the old.

American Express's problem in the market is that it is not a deposit-taking bank, and though its customers pay annual charges on their card, the economics of the business force it to charge retailers higher commissions on each transaction than the banks.

As a result, though retailers like the access to up market customers which American Express brings them, they dislike having to pay transaction charges believed to average 4 per cent, or more than double the average commission on Visa or MasterCard.

American Express's retailer network in the UK has grown steadily. A year ago it numbered some 120,000. It has grown to over 165,000.

In Europe, fears that American Express might be locked out of the single market by an inter-bank cartel have somewhat receded.

Mr James Larkin, executive vice president, has emerged as a vociferous advocate of the European Community's goal of completing the internal market by 1992.

"We have been in Europe for over 100 years and we believe that American Express is well positioned to serve the needs of European customers for a comprehensive range of European services. American Express has the only pan-European customer base of any major financial services company."

Meanwhile, American Express is also looking eastwards to the emergent Soviet and eastern European markets. The number of retail outlets in eastern block countries accepting American Express jumped by 30 per cent this year.

In November, Mr Ammueler signed an agreement in Budapest with the travel company Iruzz, which made the card available in Hungary. In June, American Express launched its first corporate card in the USSR.

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SECTION III

FINANCIAL TIMES SURVEY

Political imperatives have continued to vie with economic good sense in the erratic implementation of well-intentioned reforms this year in Turkish banking and industry. The latter most lags behind in the drive for European Community membership, reports Jim Bodgener

Pace of reform intensifies

REFORM AND overhaul in the Turkish financial and industrial sectors has been pivotal to the structural adjustment programme in the 1980s.

All the indications are that President Turgut Ozal will push no less hard as president for his vision of Turkey as a major world-ranking financial and trading partner in the 21st century than he did as premier.

Despite economic deterioration and the government's electoral unpopularity, the bewitching pace of economic reform has picked up this year - to the extent that senior ministers claim that Turkey is near the end of its structural adjustment path in the 1980s, and far down the road in adapting to EC standards behind its application for full membership of the Community.

Foremost has been an August convertibility package by which, claim senior officials, the lira has been made 90 per cent convertible. This followed on from the introduction in the spring of a central bank gold market which knocked the bottom out of the lucrative smuggling trade.

The convertibility package was accompanied by sweeping revisions to the customs regime. Pending are major amendments, probably before the year-end, to the banking and capital market laws.

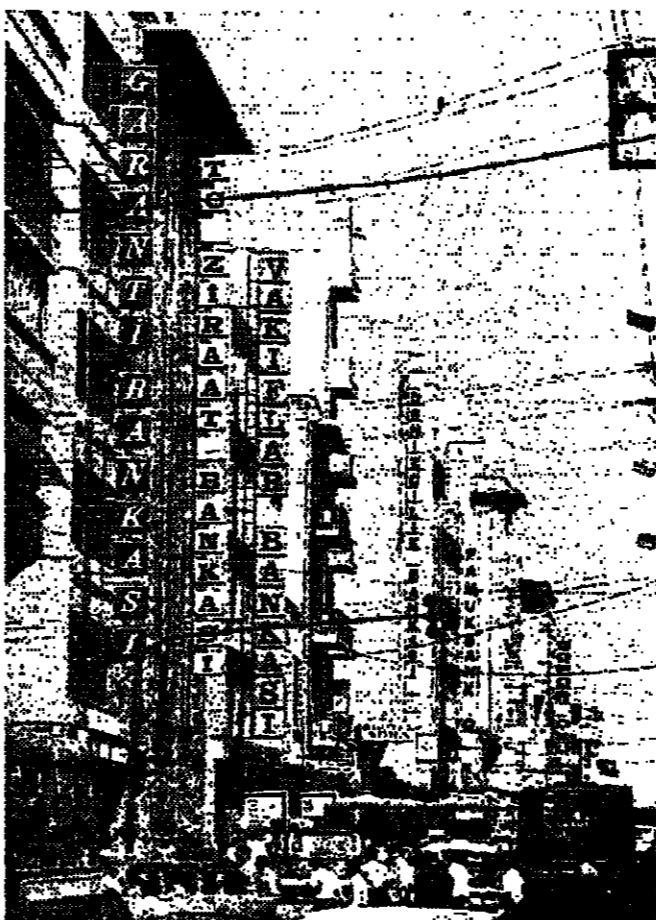
However, buffeted financiers and entrepreneurs are calling for consistency and fair warning in government planning. The private sector thinks ad-hoc responses to electoral pressures have been cloaked in lip-service to the principles of structural adjustment propounded by the World Bank and IMF.

More reassurances than ever is needed in view of the jealous factionalism unsettling the ruling Motherland Party (ANAP) after the president's inauguration, and his surprise appointment of former speaker Mr Yildirim Akbulut as premier.

Change has run deepest in the banking sector, although the overhaul of state institutions is far from complete. Despite the government's claims, the transformation of Turkey into a world-ranking industrialised power still has a long way to go.

The overall rise in industrial exports is often cited as evidence by the government that industry has been turned around by the export drive. Industrial goods accounted for 76 per cent of all external sales last year, compared with 48 per cent in 1981, while over the period, total sales rose by 247 per cent to \$11.66bn.

But the concentration of exports in relatively few markets, and in consumer goods



TURKISH BANKING AND INDUSTRY

vulnerable to rising protectionism in OECD countries, clearly indicates the need for an integrated and consistent industrial development strategy.

Investment levels

A large proportion of the export-oriented production increases is anyway accounted for by industry taking up slack in capacity utilisation after the recession-blighted late 1970s. Actual new investment in manufacturing industry has fallen back behind 1985 levels, and by a projected 7.8 per cent in 1988 and 1989, to TL3.3 trillion at 1988 prices, because of high borrowing costs and reduced demand.

Total industrial sales could fall by as much as 20 per cent from last year. There was a sharp decline in output in the first two quarters, bottoming out into a shallow trough in July. Output has recovered only slowly through August and September. However, growth estimates for industry differ from the two important

government sources: 0.1 per cent from the State Institute of Statistics, compared with 3.4 per cent from the State Planning Organisation.

Even one of Turkey's largest industrial conglomerates, the Koc Group, has made few major fresh investments for the past two years. Apart from committed automotive expansion, it has only injected sufficient funds to sustain current capacity use, and to remove bottlenecks.

Not wholly indifferent to industry's plight, the Government recently revised investment incentives upwards. Already fluttering encouragingly, demand is expected to pick up again on the strength of the 1990 budget and economic programme approved recently by parliament, which points towards a return to growth through some deflation.

However, recovery will depend on strict discipline in the state sector. The state economic enterprises (SEEs) have done much to shake off their reputation of being industrial dinosaurs, but substantial obsolescence, overmanning and sheer managerial inefficiency remains. Yet if the Government's privatisation programme appears to be flagging, it is because the first two fully-fledged SEE candidates, petrochemicals agency Petkim, and textiles agency Sumerbank, now have to be digested.

Inflated labour costs have added to industry's woes, concentrated in the public sector. They have kept by an average of 193 per cent as shop-floor trade union militancy, which has been suppressed since the 1980 military coup, forced a government chastened by local election routs to backpedal in spring and summer.

Inflation has already outstripped these. Grumbling amongst rank-and-file is snapping at the heels of the old-guard leadership of the moderate Turk-Is confederation. It commands around 1.8m of the total 2.5m unionised workforce in strategic industries.

TURKEY'S newly-elected president Turgut Ozal, formerly premier, pictured here alongside a view of Adana's banking district, has pledged there will be no U-turns in structural adjustment policies, including a thorough overhaul of the financial sector. The pace of change has rather accelerated - sweeping reforms, including stricter capital adequacy ratios, aimed at bringing the sector in line with EC standards by 1992, will be introduced by end-1989. Other fundamental reforms, including outlawing insider trading in theory if not immediately in practice, on the Istanbul stock exchange, are embodied in a new capital markets law due also to be introduced soon. Both are aimed at deepening and strengthening the base of financial services. But change will not arrive overnight; many inefficiencies remain, balance sheets are still opaque, and a millstone of bad-debts especially burdens state institutions.

Hard-pressed by over-liquidity and slack foreign exchange trading, the banks are reaching out for broader-based lending avenues.

□ Pictures by Terry Kirk

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□ Editorial production: Michael Wiltshire

This could be a sign of maturity, since banks have preferred to offset the high cost of funds with increased profitability, rather than irresponsibly chasing deposits. A welcome spin-off is the search for alternatives to risky mainstream corporate lending in more sophisticated products like consumer credit. Electronic hardware and modern management techniques have long been the rule rather than the exception in the sector.

But there is acute apprehension about pending reform of banking laws. Especially stiff opposition has come from the large retail banks to the proposed introduction of stricter capital adequacy ratios along the lines of the Cooke report - 8 per cent in stages by 1992 from 5 per cent this year.

The major institutions say Turkey's banking sector is not sufficiently developed to implement such strict criteria. Non-performing loans still plague the sector, particularly in state institutions.

A big success story in 1989, however - partly as a result of these tribulations - has been the Istanbul Stock Exchange, sapped by the Government's real interest rate policy in 1988. However, this year, the situation was reversed by the unattractiveness of other savings instruments like foreign exchange and deposits compared with the rapid increase in share values.

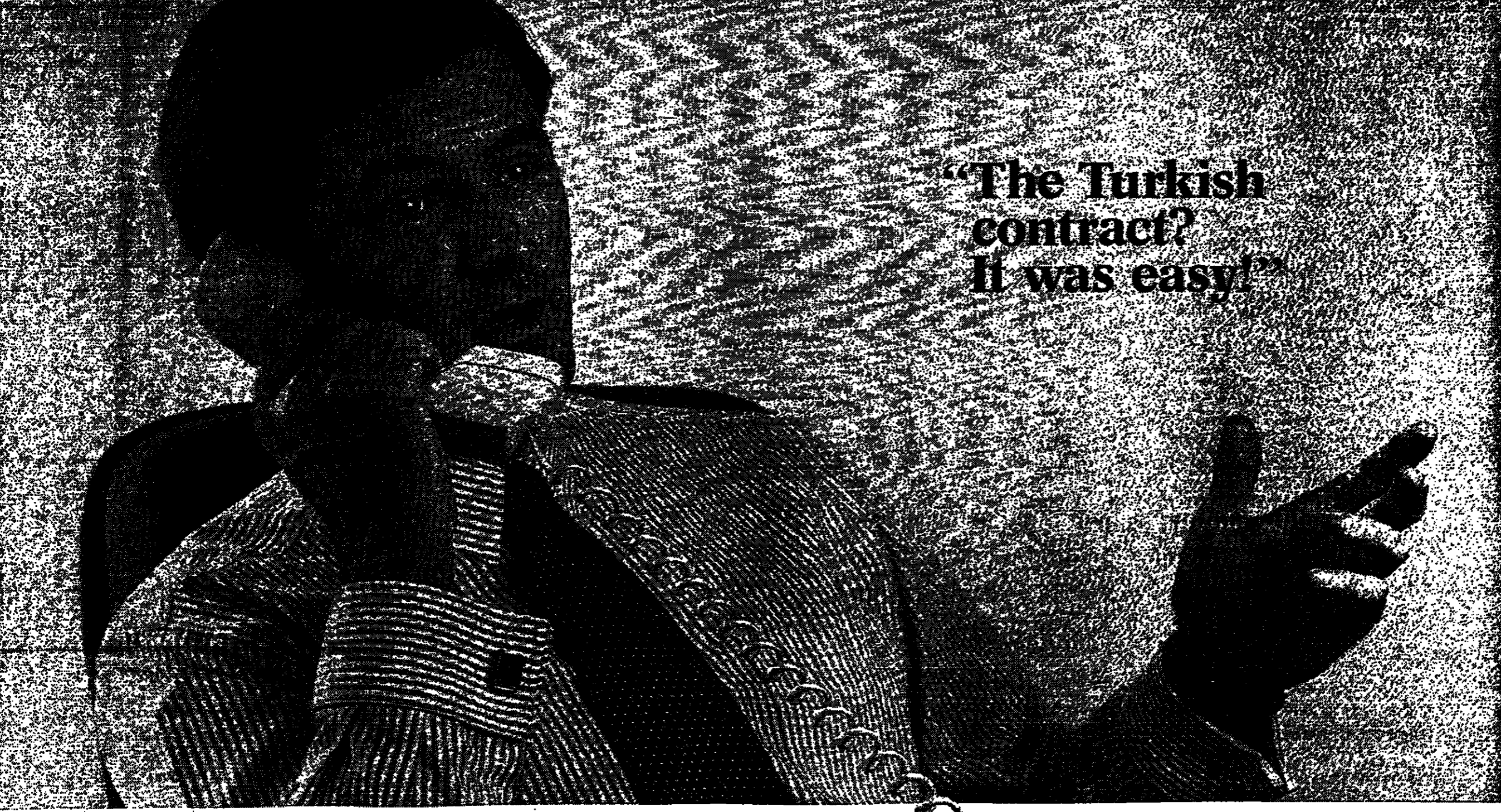
The entry of emergent market funds following the opening of the exchange to foreign investors in August pushed the index to record levels. It remains to be seen whether the large institutional foreign investors will follow. The outlook, despite a mild bullishness due to political uncertainty, is optimistic.

Encouraging trends

The Ankara-based Capital Markets Board hopes these encouraging developments will be underpinned by amendments to the capital markets law introducing such reforms as a ratings agency and real-estate linked bonds - not to mention the prospect of making insider trading illegal.

Perhaps one of the most encouraging trends in 1989 has been the rise in foreign investment, in spite of the uncertain political outlook.

For foreign investors willing to take the long-view, inflation is not spiralling out of control, and there is evidence of economic stabilisation and resilience. But the short-term problem for the government is how to inject enough dynamism into industry and commerce without stoking inflation any higher than the present 73 per cent in the year to the end of October.



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TURKISH BANKING AND INDUSTRY 2

Application to the EC

Mismatch of perceptions

SOME TIME next month the European Commission in Brussels will give its formal opinion on Turkey's application for full membership of the European Community.

The general expectation is that the Commission will politely but unmistakably signal that the issue of Turkish membership of the EC should be put on a back burner until the 1990s.

To help save face on both sides, the response will not be the Commission's final word on the subject, but the first part of a reply in two stages. But in political terms, as far as national governments are concerned, the question of early Turkish membership will have been shelved for the foreseeable future.

There seems to be no chance that the individual governments will do for Turkey what they did for Greece in 1976, and brush aside a lukewarm response from the Commission. There are too many serious economic and political obstacles - and Turkey is likely to be eclipsed, perhaps for many years, in the list of European political priorities by Eastern Europe. So what happens next in Turkish/EC relations?

Mr Ali Bozer, Deputy Prime Minister in charge of relations with the EC, says: "I do not know the reaction from the Turkish people. An encouraging response from the Community is very important." The trouble is that the mismatch of perceptions between Turkey and the Community is so great that any encouragement in the Commission's reply is likely to be seen as little better than lip-service.

Turkey lodged its application in April 1987, despite strong

behind-the-scenes warnings to wait from its friends in the Community. The country's economy looks obviously unfitted for full membership: GNP per capita is under \$200 a year, just under half the workforce is still in agriculture; inflation is running at about 70 per cent.

The political situation is not much brighter. Western European public opinion regards many features of Turkey's internal political situation, especially its human rights record, as unacceptable. Migrations of Kurdish villagers to Europe, claiming severe ill-treatment, have strengthened this opinion in the past year.

There is also European unease about the growth of fundamentalism in Turkey (a phenomenon denied by most officials, but confirmed by most, though not all, foreign observers). Turkish officials make it fairly clear that the country would try to continue its regional friendships with radical Middle Eastern regimes, even if it entered the EC.

A key test was the Salman Rushdie Affair, earlier this year. Though Turkey got off to a good start by coming down more strongly on clergymen calling for the death of Rushdie than (for example) Britain has done, local pressures fairly soon asserted themselves.

In September, Mr Ozal flew into Ankara from Strasbourg where he had addressed the European parliamentarians on human rights and signed a cabinet decree banning "The Satanic Verses." Officials in Ankara variously describe the ban either as "normal and unimportant" or as a response to Islamic pressures at home and in the rest of the Middle East.

Finally, there is a sort of negative factor. Turkey's role in the life of Europe somehow does not conform to the average European's conception of the way a pluralist society participates in the life of the Continent.

Turkish lobby groups are almost non-existent and, when they do appear, they are usually blatant mouthpieces of officialdom, rather than

BALANCE OF PAYMENTS				
	January-July (\$m)		Difference	
	1988	1981	\$	%
Merchandise exports (FOB)	6,224	6,458	-234	-3.6
Merchandise imports (FOB)	8,330	7,826	404	5.1
Foreign trade balance	-2,106	-1,468	638	43.5
Workers remittances	1,370	852	518	60.8
Current account balance	71	-25	96	384.0
Total overall balance	774	128	646	504.7
Total change in reserves	-774	-128	646	504.7
IMF	-188	-327	139	-43.6
Official reserves	-606	159	-765	-404.5

FOREIGN TRADE FIGURES				
	January-August (\$m)		Difference	
	1988	1981	\$m	%
IMPORTS	9,777	9,323	354	4.1
Capital goods	2,426	2,471	-45	-1.0
Consumer goods	773	709	63	9.0
Raw materials	6,506	6,212	294	4.7
EXPORTS				
Agricultural	1,136	1,175	-39	-3.3
Mining	258	200	58	29.3
Industry	5,580	5,737	-157	-3.1
Balance	-2,821	-2,279	-541	23.8

BY COUNTRY GROUPS				
	1988		1981	
	\$m	%	\$m	%
IMPORTS				
OECD countries	6,115	5,982	133	2.2
EC countries	3,853	3,504	349	8.4
Islamic countries	1,845	2,023	-178	-8.4
Gulf countries	1,400	1,737	-337	-19.4
Socialist countries	960	778	181	23.3
EXPORTS				
OECD countries	4,253	3,883	370	9.5
EC countries	3,282	2,937	344	11.7
Islamic countries	1,813	2,395	-582	-24.3
Gulf countries	1,052	1,576	-523	-33.2
Socialist countries	856	608	247	40.5

Export-Import financing ratio - Jan-Aug: 71.3%; 1988: 81.3%; 1987: 73%

full-blooded participants. Even the opposition parties do not sound quite like their European counterparts. Turkish social democrats who speak, however cautiously, at Kurdish meetings in Europe find themselves being booted out of their party.

The Turkish view is that Turkey is a strategically vital and staunchly loyal ally of the West whose function has been to underpin the military balance which made possible four decades of peace in Europe.

Turkey has been accepted by two of the main European clubs - Nato and the Council of Europe. The Council of Europe investigated Turkey's human rights situation in 1985 and gave the country a fairly clean bill of health.

Turkey's legal right to EC membership is enshrined in the 1964 Treaty of Ankara. Having been first among the latest spots of applicants for membership, it should be treated as first in the queue.

As for political or economic backwardness - EC membership is the quickest remedy for

overcoming these. This last argument is especially favoured among Turkey's Westernised middle class, the heirs of Ataturk's reforms, which understandably resents the inclination of some Europeans to assume that the country's true identity must be Islamic and Middle Eastern.

To this, some Turkish officials, such as Mr Bozer, add the more ambitious claim that Turkey, once inside the EC, can act as a bridge or gateway between the Islamic Middle East and Christian Europe - "Turkey is very important in the rapprochement between the two," says Mr Bozer.

All this suggests that Europe is not as well understood in Ankara as it might be. Turkish public opinion is generally slow to catch on to the significance of new European trends - such as Glasnost - and their implications for Turkey.

Perhaps it is the media's fault. Their view of international affairs is intensely, and usually misleadingly, Turco-centric. On the day the Berlin Wall came down, Ankara radio

was assuring its listeners that the appointment of Mr Yildirim Akbulut as prime minister had been avidly followed in the European media. It seems almost cruel to point out that, in fact, the event merited only 39 words in the entire British quality press.

Meanwhile, the Turkish application has produced some practical results. Nearly 300 people are at work in Ankara on studies aimed at harmonising Community and Turkish law. An Istanbul business group, the IKV, monitors developments in the Community, including preparations for the Single Market, and relays them to the business world. Eight committees, involving the private sector and the universities as well as the government, are studying the Single Market.

"A momentum has been achieved. If we are rebuffed, it may not be easy to revive it," says one official in Ankara. "Turkey cannot wait indefinitely and will want to know where she stands before 1992."

David Barchard

Profile: President Turgut Ozal

A pragmatic move

SIX YEARS ago, Mr Turgut Ozal emerged triumphantly as the country's civilian Prime Minister after three years of unpopular military rule. On November 9 this year, his ascent to Presidency occurred in a wholly different mood - of widespread electoral unpopularity.

The 62-year-old Mr Ozal took over the single most visible reminder of military rule since General Kenan Evren, who as armed forces chief, ordered the 1980 military coup. President Ozal is the second civilian president of eight in the Turkish republic's 66-year history, breaking with the tradition of military figureheads following the great nationalist leader, Mustafa Kemal Ataturk. He is the only President to be elevated from the premiership.

Although some within the ruling Motherland Party's (ANAP's) higher echelons counselled against it, there were pressing and pragmatic imperatives for the presidential bid - that he probably would not win a third term as premier; and concern for his health after heart-bypass surgery in 1987.

His parliamentary election was tamer predictable, although boycotted by an ineffective opposition as undemocratic, given ANAP's dismal rating in opinion polls. This poor showing is largely attributable to the Government's failure to curb inflation. Otherwise it was constitutionally unstoppable through a simple majority on the third round of voting in the 450-seat house.

Yet his economic achievements in two premierships are undeniable. Since 1983, his free-marketting, structural adjustment policies have fundamentally re-oriented outwards the previously closed and broadly command economy prior to 1980.

His successor as Premier, former Speaker Mr Yildirim Akbulut, has pledged to continue the Ozal programme of reform in social, economic and cultural life.

On the external account, exports have risen steeply fuelling a bumper current account surplus last year of \$1.5bn with another of around \$1.5bn likely in 1989. Turkey, as a result, is over the hump in the second half of the decade of foreign debt repayments res-

cheduled in the late 1970s and early 1980s. Major power, transport and other infrastructure schemes have been initiated, epitomised by the opening of the second Bosphorus bridge last year. But the monetary discipline needed to pursue high growth, at a time when external debt service costs were heavy, was breached by the political spending imperatives of an election year in 1987. The economy has never quite recovered since, and inflation spiralled upwards, remaining at 78 per cent in the year to the end of October.

To some extent, he can claim credit for a gradual return to pluralistic democracy, despite rapid economic expansion. This year, however, he was overtaken by popular frustration at high inflation, and a damning rejection in the dismaying showing of ANAP in end-March local elections. Contributing to ANAP's downfall was

successor, as he had done with Mr General Evren, and that he was entitled to chair cabinet meetings, under the constitution. He seems to have no intention of relinquishing control of economic policy, particularly the push towards 90 full membership.

But he has admitted that among the Government's largest failings is high inflation. Perhaps inflation was the natural result of being forced to telescope into six or seven years development which had taken 100 years in Europe or the US - "I've told the IMF and the World Bank, you should study the Turkish case as a textbook example whose experience developing countries could use," he says.

Although great economic strides had been made during his premiership, the most important had been in political liberalisation, he said, declaring his adherence to the three principles of freedom of thought, religion and conscience, and free enterprise as the democratic way forward for Turkey.

In keeping with utterances prior to the presidential elections, he said the restrictive articles 141, 142 and 143 against communist and religious parties could as a first step be limited to cases involving terrorism or forceful propaganda - their withdrawal would otherwise require revamping the whole constitution.

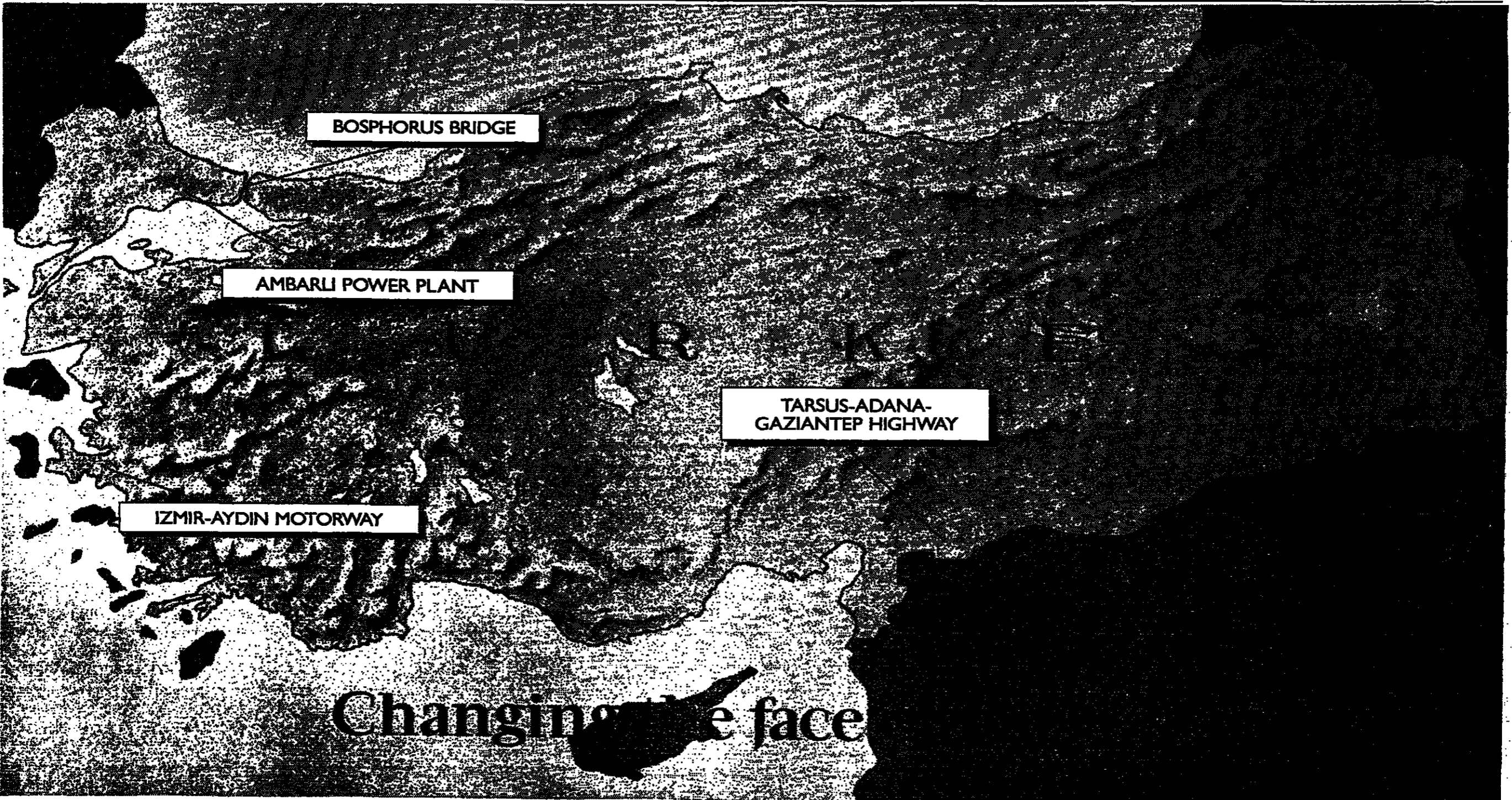
However, charges in a recent Amnesty International report that torture was still practised in Turkey, and that 10 died from it in Turkish prisons last year, were dismissed.

He blamed "circles" in Europe which wanted to affect Amnesty International when the European Commission soon was to produce an opinion on Turkey's full membership application to the Community.

In his inaugural speech, President Ozal talked of establishing a human rights commission in parliament, however. And following his lead, Mr Akbulut in reading his new Government's programme would work for wider freedoms, including reform of restrictive labour laws.

In addition, he pledged it would strive for a more equitable distribution of national income.

Mr Ozal is the only president to be elevated from the premiership, says JIM BODGENER



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TURKISH BANKING AND INDUSTRY 3

Hugh Carnegie discusses foreign debt

Credit rating improved after prudent borrowing

FOR A country that, less than a decade ago, was one of the first to acquire the stigma of rescheduling its foreign debts, these are times of welcome change for those in charge of managing Turkey's foreign exposure.

A strong balance of payments performance over the last two years, coupled with prudent borrowing policies, have enabled Turkey to reduce overall foreign debt, improve the term mix, diversify the instruments it uses, bring down the prices it pays and broadly improve its credit rating overseas.

Mr Tunçay Altan, External Economic Relations chief in the Prime Ministry's Treasury and Foreign Trade Department, said he was amazed - and pleased - to see Turkey

where between \$500m and \$1bn.

Dr Ercan Kumcu, vice-governor of the Central Bank, argues that this trend represents a structural change in the country's external accounts which should persist. "Expenditures in the current account are almost constant, but receipts are increasing at a steady pace - from tourism, workers' remittances, services, external earnings from currency reserves - all depends on the trade balance which has been extraordinarily small for a country fighting inflation."

Backed by the surplus and strong reserves - it holds about \$1bn in foreign currency - Turkey has been able to reduce the proportion of short-term debt to about 20 per cent of total external dues. These are due to come down below \$3bn in the last quarter of this year from \$3.7bn at the end of last year.

In this year and last, Turkey will have repaid about \$7bn, of which about \$4bn is principal. Similar figures are projected for next year. In line with the policy of borrowing to roll over principal only, and with a sharp cut in project borrowing, the foreign borrowing requirement is down by about one fifth to near \$4bn.

There is a rather large fly in this otherwise soothing ointment in the shape of the big domestic borrowing requirement which, thanks to the as yet unbroken vicious cycle of high inflation and gaping budget deficits, threatens instability in the future. But, for the time being at least, Turkey is not unreasonably pleased with itself, for its handling of the external side.

The dominant factor, both this year and last year, has been a very positive balance of payments picture. In 1988, steady external growth and near stable imports narrowed the trade gap to less than \$2bn, its lowest for 10 years. A surge in tourism receipts and other invisibles produced a current account surplus for the first time since 1973 of \$1.5bn. This year exports have not performed so well, but good invisible earnings, including a rise in workers' remittances, should still produce a surplus of some-

Operating mainly through co-financing with the World Bank and non-yan syndicates, the Japanese have become prominent in lending to Turkey: "They are an instrument by which we have cut our costs down," says Mr Kumcu. "They are very aggressive in pricing and we try to make good use of that."

Turkey has indeed managed to wrestle down the price it pays for its loans. Whereas it was paying around 200 basis points above the London interbank offered rate (Libor) for a five-year facility in 1985, it is now down to the 135-145 range. Mr Kumcu says he would like to get prices down further, although a \$200m three-year Central Bank loan priced at 132 points above Libor had to be withdrawn earlier this year for

lack of interest.

There is also satisfaction at the ability Turkey has shown over the past two years to diversify its borrowing, issuing D-mark bonds in West Germany and Eurodollar instruments. Mr Kumcu is keen to tap the yen markets in Tokyo also. It all seems a far cry from the grim times of the early 1980s. But the renewed stirrings of political instability associated with Mr Turgut Ozal's unpopular move to the Presidency, and the shadow of the deep domestic fiscal imbalances are not neglected by the lending community: "You have got to watch this place 24 hours a day," said a wary US banker.

Hugh Carnegie

EXTERNAL DEBT (\$bn)		
	June 1989*	June 1988
Medium and long-term (of which IMF)	28.7	29.9
Short term	6.4	7.7
Total	35.2	37.6

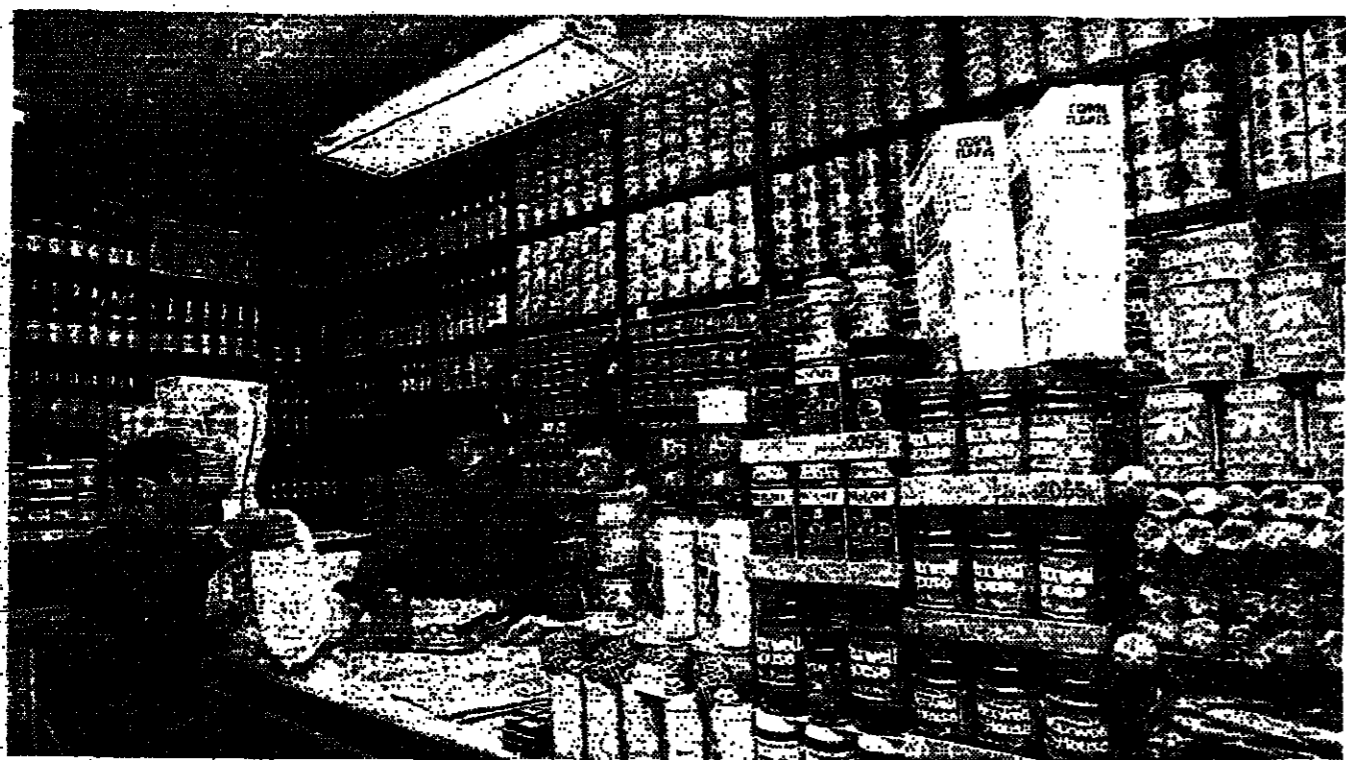
*Provisional
Source: State Institute of Statistics

	Gross National Product		
	Current prices - Ann change %		
	1989*	1988	1987
GNP	0.2	3.4	7.4
GDP	0.1	3.7	7.4
Agriculture	-10.0	7.0	2.1
Industry	1.5	2.1	9.7
Construction	2.6	2.4	8.7
Trade	4.5	3.7	9.5
Transport/communications	2.2	3.4	6.7

*First estimate based on six-month figures
Source: Institute of Statistics

National Budget (January - August [TLbn])			
	1989	1988	Change %
Budget deficit	2,511	1,471	70.7
Cash deficit	3,754	944	344.8
Domestic borrowing (net)	3,402	944	260.4
Treasury bills (net)	542	550	-1.5
Advances and credits	1,578	1,242	27.1
Foreign borrowing (net)	-628	-836	-24.9
Other	-1,301	-1,056	23.2
Net error	161	13	-

INFLATION: Inflation in the 12 months to end of October was 73.3 per cent in consumer prices, and 72.6 per cent
Source: Institute of Statistics



Imported goods on sale in Ankara: Inflation is outstripping this year's public sector wage and salary increases

ECONOMIC OUTLOOK

Inflation rise curbed

INFLATION has been nudging slowly upwards since the spring, reaching 73.3 per cent in the 12 months to the end of October. It has been restrained from more rampant growth by several dampening measures introduced in the summer. Nevertheless, a significant decline seems unlikely in the short term.

Demand management appears to have failed, according to Professor Erdogan Akim, head of the Economics Department at Istanbul University. Growth has been decelerated without any corresponding fall in inflation.

Part of the problem is the inflationary expectation of industry, especially in the private sector. However, the blame cannot fall entirely on its shoulders: the State Economic Enterprises (SEEs), which produce most of domestic raw industrial materials, have, to some extent, promoted these.

Another round of price increases is expected once the dust has settled from the presidential elections. And the summer measures included making industry's import costs cheaper

by import duty reductions right across the board in the summer and early autumn.

The budget deficit increased to a record TL5.4 trillion (million million) in January-September, 88.8 per cent more than in the same period in 1988. It is not likely the TL4.4 trillion target will be met.

The crux is a burgeoning over the summer months of the budget deficit since July by around TL3.5 trillion, reflecting annual salary increases to civil servants of an average of around 190 per cent, a temporary increase in interest outflows with payments bunching, and transfers to the state economic enterprises (SEEs).

That has been reflected in a massive increase in the cash deficit, which the government has been forced to cover by internal borrowing. In the first eight months of 1989, compared with January-August 1988, bond issues rose by 224 per cent to TL5.4 trillion, amounting to TL 3.4 trillion net.

The government's public sector borrowing target this year of around 5 per cent of GNP is clearly optimistic, given the

financing needs of state economic enterprises. The treasury agreed with the central bank, in a much vaunted protocol in the summer, to stop receiving advances from the latter. However, it seems that the treasury has been borrowing late, though well within an agreed ceiling of TL3.5 trillion.

To some extent the increase in cash in circulation to a record TL 8.9 trillion has been due to wage and salary hand-outs to civil servants and workers when the Government back-pedalled in the face of rising union militancy. But, at the same time, it has also been due to purchases of foreign exchange by the central bank, which has reserves that have never been stronger. The money supply increase has not been wholly inflationary, economists point out - it has gone for a large part into lira deposits rather than chasing falling industrial output. However, personnel expenses have more than compensated for cuts in public spending, particularly in the project sector.

The 1990 budget posits a deficit of TL 9.4 trillion, based on an assumption that tax revenues will increase in real terms by more than 10 per cent compared with 1989. However, howls of protest from industrial lobbies have already forced the government to reconsider draft legislation withdrawing interest relief. Western creditor interests say it might do better to reduce the public sector deficit through better productivity and higher revenues from the SEEs.

All this has taken place against a drastically reduced growth in 1989. The State Institute of Statistics' first estimate, based on the first six months, was that growth would work out at around 0.2 per cent, a slump even from the low growth of 3.4 per cent in the context of recent years registered in 1988.

Now officials are more optimistic, projecting an expansion in GDP by 1.8 per cent. Despite drought-ravaged agricultural production, it could even work out higher, on the basis of electricity production and an increase in industrial output in the autumn from a transient recovery in demand due to the wage and salary inputs. Next year, taking into account the very low base this year, the target of 5.7 per cent is not so over-optimistic, though there are fears of politically-inspired retaliatory growth.

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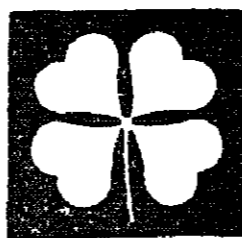
Jim Bodgener

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TURKISH BANKING AND INDUSTRY 4



Gunes Taner: hands-on control of economic policy

Profile: State Minister Gunes Taner

Man of strong convictions

STATE Minister Mr Gunes Taner clearly brooks little opposition - a characteristic that emerged soon after his appointment in the cabinet reshuffle after the ruling Motherland Party's (Anap) disastrous showing in the March local elections. One of his convictions is that the economy is in the last stages of structural adjustment.

Though appointed only recently to ministerial office, he ranks fairly highly in the hierarchy, and was a founding member of Anap back in 1983. His responsibilities include the treasury, central bank, state banks and privatisation.

Before his election in 1987, he was a vice-chairman of the party for three years, and a political and economic adviser to the premier for two. His credentials also include 11 years with Citibank until his election in 1987 to parliament.

During the recent selection of a prime minister on the elevation to the presidency of Mr Turgut Ozal, his was among the final short-list of eight names.

"My ultimate goal is to go as high as I can," he says.

He was among the original think-tank drawing up Anap's philosophy. It is a progressive party, believing in free-thinking, free-market oriented trade, and at the same time is nationalist and conservative, seeking to maintain traditional and family values - "that's what I am," says Mr Taner.

His views on the economy are equally forceful. He sees structural adjustment in the economy as broadly completed with the convertibility package introduced on August 9 as one of the final stages, bringing a free foreign exchange market into the country where the rates are determined by market forces.

Prior to that, the establishment of a central bank gold market put paid to disrupting volatility of the illicit but tolerated free foreign exchange market called "tahtakale" after a district of Istanbul.

The present equilibrium in the lira's foreign exchange markets will continue, helped by the fact that finally Turkish organisations are being allowed to borrow directly in foreign exchange.

The differential between for-

ign and local interest rates will force the banks to bring down lira lending terms. Then, rising demand for foreign exchange will be balanced by expectations of inflows from exports once made more competitive by lira depreciation.

These oscillations will maintain the foreign exchange equilibrium, says Mr Taner - he does not foresee any devaluation in the near future. On the contrary, the Government sees absolutely no need to intervene - "if the central bank didn't intervene, in fact the lira would appreciate by around 15 per cent," he says.

On inflation, Mr Taner says the Government looked at the causes after the disaster for the ruling Motherland Party in the local elections, largely because the electorate was fed up with high inflation.

It decided there and then that the state economic enterprises (SEEs) and the treasury would no longer be able to lean on the central bank for funding, while the public sector borrowing requirement this year would be maintained at around 5 per cent.

Spending cuts of up to 30 per

cent were instituted across the board, while all but the highest priority projects such as the massive Ataturk dam and highways were slowed down.

"Inflation has come mainly as a result of rapid structural adjustment," says Mr Taner. "As the pieces of the economy fit together and balance, we expect a rapid fall in inflation," he adds.

However, this year several factors have been difficult to control. First, there were industry's inflationary expectations - "about 70 per cent of inflation is generated by the private sector," Mr Taner claims.

Next, the Government had to increase civil servants' and workers' salaries by 150 per cent. And agriculture suffered its worst drought for the past 70 years.

The increase in the budget deficit over the summer, however, was not inflationary, maintains Mr Taner - "it all depends what you're doing with the money - we're buying foreign exchange," he maintains.

Jim Bodgander

Profile: State Minister Isin Celebi

Technocrat in the top team

ISIN CELEBI, the junior of the two ministers responsible for the economy, is the kind of politician who likes to insist he is "a technocrat, not a politician."

But there is no doubting his commitment to the view that Turkey's future lies with the young, educated and modern-looking generation.

Only 39, although he looks older, he says as Turkey moves toward an open market and an open society "the new managers will be young men open to new ideas."

He is thus very much in the Ozal mould. Like the president and former prime minister, his background is in economic administration (they went to the same Istanbul Technical University and worked in the same government department), and he is in the mould of Mr Ozal's attempt to take Turkey's economy along the free market road.

Mr Celebi's university training in metallurgical engineering took him to the State Planning Organisation's economic planning department as a technical expert responsible for the iron and steel industry. At the same time he studied economics at Ankara University before joining iron and steel company Mestas, where he worked first as an adviser and then as president.

Two years ago he turned to politics, and was elected to parliament for the ruling Motherland party. He represents the Aegean port of Izmir, an industrialised region. He then worked as a senior party manager and served on the Turkey-EC joint parliamentary commission, a body of parliamentarians seeking to foster improved relations between



Isin Celebi: very much in the Ozal mould.

the two. In April this year he was appointed minister of state responsible for the State Planning Organisation, which has a wide remit to guide the economy as well as state industries and head of the Money and Credit Commission. He and Mr Gunes Taner replaced the brother of the president, Mr Yusuf Bozkurt Ozal, in the wake of the Motherland party's

He would like to see foreign investment rise to a level comparable with that of Spain, and recognises that such investment often brings a transfer of technology and better management methods, and hence a rise in productivity.

Mr Celebi draws a parallel between political and economic freedom. Turkey is now a real democracy, he says, and he points to recent measures such as liberalising rules for foreign investment and making the Turkish lira more freely convertible. And with freedom will come development.

"Development depends on free-thinking and foreign investment and technology," he says. Liberating the entrepreneur and the competitive spirit might be his watchword - "the crucial thing is to be ready to compete. Competition will create dynamism in the economy."

Nevertheless, he admits that the Government faces a tough task in trying to tackle inflation. He points out that inflation has fallen from 86 per cent last year to around 65 per cent, but says he is aiming for an inflation rate of around 25 per cent within two to three years. At the same time, he expects a revival in the economy, with the growth rate up to 5 per cent from the 3 per cent expected this year. He outlined recently the kind of leaders he thought Turkey deserved in the post-Ozal era. He said they should be "dynamic, enterprising, reforming, respectful of traditional values and democracy, and they should work as a team." There is no doubt he sees himself as part of that team.

Tony Huckle

The pathway to full convertibility of the Turkish lira

A long and difficult road

THE TURKISH authorities have an ambitious long-term aim: to establish the full convertibility of the Turkish lira. They see it clearly in the context in which all the reforms and restructuring of the economy in recent years have been set - the internal and external liberalisation that will induce market-led growth and closer integration, especially with the European Community.

It is a long road to travel for a currency with such a small stock of credibility, undermined by years of restrictions, controls, and market distortions, and, of course, inflation. But the path has been set and this year has seen the introduction of a number of measures intended by the Government as a significant step in the direction of convertibility.

These measures, many of them part of a package produced in August, include:

- Allowing Turks to buy on demand up to \$3,000 from banks, a threefold increase;
- Lifting restrictions on the import of gold and other precious metals (there is very heavy demand for gold in Turkey, mainly as a personal savings investment);
- Allowing banks to buy and sell foreign exchange on credit;
- Allowing exporters greater freedom to utilise their foreign exchange earnings;
- Allowing foreign investment in Turkish securities, with guaranteed repatriation of proceeds, and allowing Turks to invest capital abroad up to \$25m, including investments in the main international stock markets.

The timing of the introduction of what was, certainly by the standards of many years ago, a radical set of liberalising measures appears to have been well chosen by the Government.

This year, the steep depreciation of the TL, at least in line with inflation which had previously been the typical pattern, slowed markedly and the TL strengthened relatively against the big currencies. The differential between the domestic inflation rate and the rate of depreciation this year has been around per cent.

At the same time there has been an impressive accumulation of foreign currency in the system. Between them, the commercial banks and the Central Bank were this autumn holding around \$8bn in foreign currency, with the Central Bank hoarding a further \$1.4bn-worth of gold.

The reason for this flush of foreign exchange lies in several factors. This year the lack of growth has cut the flow of imports and hence demand for foreign currency to finance them. Tourism receipts and remittances by Turkish workers overseas have been strong.

The result has been a sharp decline in demand for foreign currency, reinforced by the perception of a relatively stronger TL in which it is still possible to get good returns on deposits.

Such is the situation that the liberalising measures caused barely a ripple in the system. Indeed, the Central Bank says it has had to intervene in the

markets against the TL to stop it strengthening still further.

Sceptics - especially among the foreign banking community - tend to scoff at the notion that the TL is suddenly approaching full convertibility as a result of recent measures. They say it will be a long time before you can walk into a bank in Frankfurt with a case full of TL and get a decent rate of exchange, or - more seriously - set contracts with foreign companies in TL.

Then there is the question of how sustainable the TL's current position may be. Some foreign bankers regard it as being some 20 per cent overvalued, engineered there by the authorities (despite protestations to the contrary by the Central Bank).

Holding it there may become difficult, especially as the influential and important export sector is already complaining loudly about the consequent squeeze it has felt this year. Some bankers fear a sudden turnaround in which a run on the TL, stoked by the new foreign exchange rules, could put

great pressure on the Government.

Officials take a much less pessimistic view. They point to the large currency reserves as a sufficient buffer against any such switch in demand away from the TL. They point also to October 1988 when a speculative run on the TL was halted abruptly, burning many an Istanbul foreign exchange dealer by heavy intervention by the Central Bank buying up

the local currency.

"Outsiders are still suspicious about how sustainable this whole thing is," says Mr Ercan Kumcu, vice-governor of the Central Bank. "That is our task now. To convince them that it is and that where we want to go is sustainable - the Turkish lira as a means of exchange in international markets."

Hugh Cairney

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TURKISH BANKING AND INDUSTRY 5

Bank profile: İş Bankası

Deeply embedded in Turkish history and society

"İş," so İş Bankası likes to tell the world, is Turkish for business. By Turkish standards, İş Bankası is about as big as business can get. With total assets of TL4,306bn (2,236bn), its balance sheet is exceeded only by Ziraat, the state-owned bank used to fund the agricultural sector.

Its banking operations do not tell the whole story. İş also owns an industrial empire which far outstrips either Koc or Sabanci, the two giant conglomerates of the Turkish private sector. At the end of 1988, İş Bankası held equity in 118 companies with a total capital investment of TL371.1bn. Turkey's sizeable glass industry belongs almost entirely to İş. It also plays a leading role in cement, metal products, metallurgy, the motor industry, textiles, chemicals, plastics, food, and tourism, as well as having several more conventional offshoots in the financial services sector.

İş Bankası is similarly deeply embedded in Turkish history and society. It was established on Atatürk's orders in the 1920s by Celal Bayar (who later went on to be successive president and prime minister before dying aged 104 two years ago). Its institutional culture was established in the 1930s and until recently has changed only slowly.

Even the bank's ownership is hinging to the outside world and as a result foreign bankers in Istanbul sometimes label İş as a self-perpetuating management. Shareholders' equity of TL300.1bn is divided between the bank's own pension fund which owns 38 per cent, the President of the Republic's 30.6 per cent (these shares go back to Atatürk himself), the Finance Ministry's 13 per cent, and 23 per cent owned by 25,000 individuals.

Despite the 40 per cent owned by the state, İş has been insistent for many years that it is a private sector institution and not a state bank. Its 11-member board of directors, however, is a roll call of the Turkish establishment, including several ex-ministers, a uni-

versally respected retired general, and two former chief executives of the bank.

There is only one executive director, Mr Unal Korukcu, who became chief executive last year. Executive directors are as yet something of a rarity throughout the Turkish banking world.

Its dominant place in the Turkish banking world meant that İş Bankası traversed the last half of the 1980s with relatively few changes. Its long-standing and often rather complex relations with its customers remained in place despite the impact of realistic interest rate policies after 1980. İş was a prized partner for foreign investors from Bankers Trust to Pirelli seeking a joint venture in Turkey. The management, it is probably fair to say, did not change greatly. As with other large Turkish banks, İş's top management tend to spend their lifetime with the bank. The bank offers its employees access to social facilities which offset relatively low salaries.

In 1988, however, came the requirement for Turkish banks to be externally audited. İş produced its first externally audited results with Arthur Anderson. The result was, broadly speaking, rather creditable. Pre-tax profits rose from TL2.82bn to TL1.45.1bn - in dollar terms, an increase from 62m to 79m, though it represents a fairly meagre return on total assets of around 1.7 per cent.

Nevertheless it is difficult to read İş Bankası's 1988 profit and loss account without certain figures striking the eye. A profit of \$7.5m on foreign exchange operations in 1988 comes a loss of \$6.7m in 1988, a loss of TL209,390m in 1987 grew to TL278,110m 286.9m in 1988. Bad debts, however, are



Mr Unal Korukcu, chief executive of İş Bankası.

relatively small in both years: TL35bn in 1987 and TL73.5bn in 1988.

Senior officials at the bank claim in private that non-performing loans are now down to around 3.5 per cent of the bank's total loan book. If so, this is something of an achievement. İş was badly hit by the main industrial failures in Turkey in the 1980s - "old banks suffer because of their old customers," sighs a senior İş Bankası official. "Very small institutions are much easier to run."

It would probably be wrong to make too much of these figures. Certainly İş Bankası's rivals in the Turkish banking sector are slow to point accusing fingers. Over the past few years, there may have been some commercial misjudgements amid a turbulent environment, but İş Bankası is a major national institution traversing difficult ground in a period of change. The signals it has put out in the past few years indicate unmistakably that it is committed to change.

Indeed, in several ways İş has been a self-conscious agent of transformation in the Turkish banking sector. It has been among the prime movers in

setting up a banking school, run by Citibank at Dragos, outside Istanbul. Mr Korukcu's predecessor insisted that the language of instruction in the school should be English to ensure that those who entered it were brought into contact with international banking attitudes and experience.

More recently İş has taken a 30 per cent stake in Turkmerbank, a joint venture with Bankers Trust, which started operations last year. Turk Merchant Bank is a specialist mergers and acquisitions - a financial services activity so far more or less unknown in Turkey, and yet obviously urgently needed.

The hands which have guided İş Bankası for the past half century and more are still in charge and still confident of their ability to pilot the liner out of troubled waters.

Mr Korukcu, the present chief executive, is widely admired among his competitors in Istanbul.

"Frankly, the Turkish banking system is lucky that it has a man like him in charge at İş Bankası," says the general manager of one of the new wave Turkish banks.

Turkish bankers agree that 1989 has been a weird year,

says David Barchard

An over-stocked market

A FOREIGN CURRENCY famine in January drove commissions on foreign exchange operations up to nearly 30 per cent. Less than five months later, demand for foreign currency was so slack that, for the first time since 1980, the lira stopped depreciating against other currencies.

The present year has also been one in which positive interest rates, one of the original policy goals of Mr Ozal, have been quietly abandoned. In October last year, one-year interest rates to savers soared to 80 and even 85 per cent, to keep pace with inflation.

When the holders of the one-year deposits came to reclaim their funds in October this year, inflation was still around the 70 per cent mark, but interest rates were nearly 10 percentage points lower. The banks shuddered inwardly as the look forward to what they approached. However, depositors, perhaps because yields on foreign currency deposits also seemed to be languishing, did not migrate en masse from the banks. As a result, the banks now look forward to what they hope will be a more profitable commercial environment, with less pressure on their margins over the next few months.

"It was not realistic to try and chase inflation with 85 per cent interest rates. It was a big mistake, especially in a market where banks can make use of only 56 per cent of their deposits," says one Ankara banker.

His remarks point up some of the long-standing paradoxes of Turkish banking. There are 80 banks in the country, but only a few of them have extensive branch networks to collect deposits. They are: Akbank

(617 branches); Ziraat Bankası, the state agricultural credit bank (1,231); Türkiye İş Bankası (841); Halk Bankası, a state bank, which supplies credit to small businesses (680); Yapı ve Kredi Bankası (686); Türk Ticaret Bankası (409 branches); and Garanti Bankası (294).

These are the major players in an over-stocked market, in which the easiest way to make a profit is to set up a one-branch operation in Istanbul.

Most banks have plenty of wounds to lick. They now operate within an increasingly stringent regulatory environment.

specialising in trade finance operations. Between them, the banks had a total lending book of TL29,768bn (about £8.2bn) at the end of August, up from TL22,818bn a year earlier, against total deposits of TL32,285bn, up from TL18,942bn a year earlier. With inflation at an annual rate of around 70 per cent and rates to borrowers still well over 100 per cent net, it is not surprising that the savings side of the banks' business is growing faster than their lending. However, their problems do not arise solely from inflation, but also from treasury and central bank requirements, which mean that nearly 44 out of every TL100 deposited with them cannot be utilised for making money.

"With demand for loans very low, because of the high cost of funds and the slowdown in

almost all types of industrial activity, life is not easy," says a regretful Mr Erol Sabanci, deputy chairman of Akbank, the flagship of the Sabanci Group. Akbank led the sector last year, as it has done foremost of the decade, with profits of TL306bn on assets of TL5,001bn.

However, smaller specialist banks, without deposit bases, claim to be able to make a much higher return on their assets. Mr Sabanci keeps ahead of his rivals among the larger banks by much tighter control over costs; more cautious accounting and lending policies; and a distinctly sceptical approach to changes in the market, which require expensive investments.

Most other large banks have plenty of wounds to lick. However, they now operate within an increasingly stringent regulatory environment. Their balance sheets are externally audited. Inter-group lending is discouraged (though perhaps not sufficiently policed).

The treasury and the central bank monitor their progress from week to week. Though lending is risky in today's environment, banks are more experienced lenders than they were when interest rates were first liberalised at the beginning of the decade.

Guesses about the percentage of non-performing loans in the total lending portfolio of the commercial banks are not easy to make. One senior banker puts the figure at around 15 per cent. Others suggest that it could be nearer 24 per cent. This is still much lower than in the mid-1980s when, according to reliable sources, it reached the 40-to-50

per cent range for the sector as a whole. For some individual banks, non-performing loans are still believed to be running around these levels.

The treasury monitors the performance of banks, and sometimes stages discreet rescue operations of minor players. Under Article 64 of the Banking Law, it can appoint its own nominees to bank boards, to run ailing concerns. In October this year, four banks, not all small ones, were said to be operating under Article 64.

The number and the names of banks under the treasury's wing is said to be changing constantly - though the names one hears mentioned seem much the same over the years. In mid-October, the Government announced plans for longer-term mechanisms to rescue banks in trouble and create a deposit insurance scheme with the power to rehabilitate banks.

The plan, like most innovations in the Turkish financial sector in the 1980s, seems to have been designed by the World Bank, which reportedly linked the proposal to a recommended restructuring programme. A \$200m financial-sector adjustment loan seems to have been tied to Turkey's willingness to go through with the proposals. An expanded deposit insurance agency (there is already some deposit insurance in Turkey) is one of the crucial threads in the proposals, though it also comes as part of a package, including new capital-adequacy rules. As usual in Turkey, an American model is envisaged. In this case the Federal Deposit Insurance Corporation (FDIC) - though with additional powers.

One of the obvious risks in a Turkish deposit scheme is that owners of ailing banks, who, in the past, have usually waited for the state to bail them out, might be emboldened by a deposit insurance scheme into making unwise loans.

Not surprisingly, some Turkish bankers are already asking themselves how the scheme will be paid for and whether like similar ideas in other countries - it may not end up punishing the virtuous and protecting the imprudent from the consequences of their mistakes.

TURKEY'S TOP BANKS: 1988 (\$m)

	Capital	Capital/assets ratio (%)	Profits	Assets
1 Akbank, Istanbul	454	16.5	186	2,756
2 Türkiye İş Bankası, Ankara	344	7.4	80	4,828
3 T.C.Ziraat Bankası, Ankara	322	4.5	95	7,191
4 Yapı Ve Kredi, Istanbul	170	8.1	65	2,774
5 Türkiye Emlak, Istanbul	143	4.3	33	3,292
6 Türkiye Halk, Ankara	116	7.1	na	1,634
7 Türkiye Vakıflar, Ankara	94	5.4	96	1,749

Source: The Banker

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- Provides and conducts educative and informative studies on all aspects of international trade.
- Organizes and participates in international fairs and exhibitions in order to introduce Turkish textile, apparel, leather and carpet products to World markets. The 1990 program is as follows;
- Paris Pret
- New York Pret
- Stockholm Modemassan
- Motexha/Childexpo
- London Fabrex
- Hong Kong, Leather
- Semain Internationale du Cuir, Paris
- Birmingham
- And also organizes other activities to present the Turkish sector to the international market such as; "IMAGE '90 - Turkish Textile & Apparel Conference" which will be held in Istanbul on 15-19 February 1990.

If you have any questions, please do not hesitate to contact us at our headquarters;

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TURKISH BANKING AND INDUSTRY 6

STATE BANKS

Still signs of serious deficiencies

STATE banks in Turkey used to be synonymous with crippling portfolios of bad debts, tangled balance sheets and political complications. Since the mid-1980s, that image has sloughed off to some extent, but serious deficiencies remain — particularly in non-performing loans.

State banks are not being restructured, says Mr Gunes Taner, their responsible State Minister. Rather, better management systems are being introduced, in their loan portfolios, foreign exchange dealing, overhead expenses, professional liability and marketing.

The eight commercial state banks still account for more than 50 per cent of the business volume in the Turkish banking industry, as of June this year extending TL11.5 trillion (million million) out of the total TL31.6 trillion in credits. Of around 60 institutions, however, they accounted for TL1.6 trillion out of the total TL2.4 trillion in non-performing loans in the banking system.

The scale of the bad debt problem has been transparent since a May 1988 decree enforcing adequate provisions — this year until July, total provisions for the public sector amounted to TL920bn as opposed to TL1.3 trillion for the whole sector.

Most of the state banks' problems have come from non-cash credits, in the shape of commitments or guarantees for rescue operations or otherwise. Non-cash credits carry only small commissions, so default has negatively affected assets, too.

The problem in the past with state banks has basically been the misuse of resources — "This country has unbelievable resources," says a private sector banker. "And the state banks are one of the major channels putting them into use."

In the past, the state banks were manipulated unashamedly by politicians to their own ends — bailing out ailing state companies and other banks, and financing unviable devel-

opment projects. "My idea in Turkey is that sooner or later there should be a taxpayers' committee to ask every bureaucrat and politician where the money has gone," the banker adds.

Now the new, young western-trained top management recruited from abroad in the mid-1980s is having to cope with that legacy — with mixed results — "they brought in fine theorists but inexperienced rookies when it came to bureaucratic evasion," says an Istanbul-based foreign banker. To some extent, that is unfair — where the newcomers have not attempted changes overnight, steady progress has been possible.

An object lesson for many has been Emlak Bankasi, formed from the merger of ailing Anadolu Bankasi and the profitable Emlak Kredi Bankasi in early 1988 as Turkey's third largest institution, charged primarily with funding housing development, particularly in satellite concentrations round the main cities.

Since then, however, it has not managed to shake off the millstone of bad debts inherited from Anadolu, resulting in allegations in the spring that profits had been claimed in advance on land deals far into the future.

On the other hand, Emlak's proponents counter that it is in the nature of a housing development bank to make a loss while it is still building and gearing up to unit sales, at which time the horizon will expand incrementally for the cycle of profits and fresh investment.

What is lacking in Emlak, observers feel, is integrated planning, both in the purchase of its land holdings, and in its structure. For example, McKinsey Consultants recommended two years ago that Emlak be restructured into a central holding company with satellite real estate, retail banking, and corporate banking operations.

Nothing concrete has been done about that plan. The problem lies in the relevant state ministry and the treasury



□ Above: headquarters of Emlak bank (left) and Halkbank (top right), in Ankara. Turkey's eight commercial state banks account for more than 50 per cent of the business volume in the country's banking industry.



□ Right: Mr Coskun Ulusoy, the quietly determined general manager of Ziraat Bankasi, the large agricultural bank, which will show a good profit this year.

in Ankara, not in Emlak's management, according to this account. Yet the mood in the capital is now hostile towards mergers, once proclaimed along with privatisation as a panacea for the state banks by Emlak Bankasi's former head, Mr Bulent Semler. "I am not a believer in merging," says Mr Taner. "Mergers always have inherent problems."

An overhaul has also been under way at Ziraat Bankasi (Agricultural Bank - Turkey's biggest institution) driven by the quiet determination of its general manager, Mr Coskun Ulusoy, appointed two years ago. By concentrating on the bank's proper lending activities — to agriculture — and thorough rationalisation, Ziraat will still be able to show a good profit this year.

Not surfacing in the accounts is that 100 per cent provisions of around TL500bn (\$250m) were made against bad debts in 1988. "But we don't worry about that, we are still the second most profitable

bank in Turkey," says Mr Ulusoy. The bank's deposit base had grown since August — admittedly in harvest time — to total TL11 trillion (\$3.6bn) in October.

Among Ziraat's accomplishments has been its drive for financial autonomy — this year, for example, the treasury was persuaded to repay all its outstanding debts totalling TL700bn. It has also started to shed its 97 subsidiary companies, many of which are loss-making and non-agricultural, by handing over ownership to the Mass Housing and Public Participation Administration. It will keep only an insurance company, which will then be devoted to agriculture.

Due regard to Ziraat's achievement has come from the international markets. At the end of June, it was able to raise a \$100m floating rate note (FRN), the first credit it had sought externally without a guarantee from the Republic of Turkey — and this by facsimile, almost unheard of previ-

ously for the country. And in October it went on to secure a \$250m loan from the World Bank to be complemented by the same amount from the Overseas Economic Co-operation Fund of Japan.

In October, the bank was able to reveal a number of new projects to the markets. These included a pilot scheme of six banking schools, a 0.999 pure gold coin on the model of the Kruggerand, farmers' credit cards, Visa and mastercards, automated teller machines (ATMs), special deposit paying centres, a dealing room and personalised bankers services for high volume customers. It is also extending consulting services to its counterparts in Egypt and Nigeria.

Clearly, many lessons can be learned from Ziraat. Perhaps the most instructive is that solid progress in the Turkish context is best achieved by dogged persistence rather than flamboyant showmanship.

Jim Bodgener

David Barchard on capital adequacy in banking

Aiming to meet world standards

AFTER a decade of reforms in the banking sector, the spotlight is finally focusing on the industry's underlying problem: capital adequacy.

This is a natural outcome of earlier changes in the sector. For several years standard reporting procedures have been in place for Turkish banks. Last year even the giants of the industry were finally prodded into accepting external auditing.

Though only two banks out of the total of 60 reported losses last year, nowadays it is fairly easy to find other large trading positions of individual banks. But most, though not all, annual reports from Turkish banks omit the details Western shareholders tend to look up first — the ratios showing their capital strength and their operating efficiency.

Capital strength is a sensitive topic among many Turkish banks omit the details Western shareholders tend to look up first — the ratios showing their capital strength and their operating efficiency.

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And how can it be done? Many Turkish banks fall so far short of the BIS standards that bringing them into line is a daunting task.

"Many banks tie up their equity in participation stakes in equity and real estate," says Mr Erol Sabanci, deputy chairman of Akbank, Turkey's fifth largest bank by asset size but with profits nearly double those of any other.

"Whereas in this bank we have quite a substantial amount of real working capital," Mr Sabanci says, "it is quite easy to find other large Turkish banks without any at all."

Professor Selcuk Ahar, a specialist on the Turkish banking sector, agrees. "The overall amount of capital in the sector is far too small and it is easy to identify leading banks which actually have negative amounts of free capital. All their capital is tied-up in illiquid forms. So liquidity crises are all too possible."

Key factors

A variety of factors lies behind this situation. Most company-owners in Turkey, including bankers, have until very recently generally preferred to cream-off profits from their banks for immediate use, rather than plough-back funds.

Several of the best-known banks are linked to industrial groups which continue to use them (despite legislation imposing strict ceilings on inter-group lending) to siphon funds into other subsidiaries.

In a consistently inflationary environment, banks have also been tempted to keep their capital in real estate, which consistently keeps ahead of inflation, rather than risk holding it in liquid form. It is also arguable that the high levels of required reserves which the commercial banks are forced to deposit with the Central Bank, impose an obvious brake on their profitability and reduce their ability to recapitalise themselves.

Equity stakes in industrial ventures, another popular way of holding capital, has more risks than real estate. Mr Sabanci warns: "Some banks own really golden partic-

ipations in top quality companies. But some of the equity participations owned by the banks were acquired by banking bail-out operations and are really not worth very much."

It was to cope with this situation, that late last month the Treasury issued a long-awaited Communiqué on Capital Adequacy, laying down targets for the years between 1989 and 1992. By the end of this year, all Turkish banks must have a risk/asset ratio along BIS lines of 5.5 per cent. This is 2.5 per cent below the internationally agreed minimum laid down by BIS. Even so the Treasury believes that 17 banks are below the new minimum.

"We are going to put pressure on the banks to increase their capital. It is essential that they have a genuinely strong financial capability," says one Treasury official. "This is all part of a process in which Turkish banking is becoming steadily more integrated in the Western banking system as a whole, especially as Europe moves towards the Single Market."

So the minimum for the risk/assets ratios of Turkish banks will rise to 6 per cent at the end of next year, and to 7 per cent and 8 per cent respectively in the two following years.

The squeeze is also being put on the banks from other angles. Their ability to revalue their fixed assets against inflation is to be cut by annual stages until 1994 and their financial participations will be set against their capital. The new system will take into account the difference between the current market value of their stakes and their net book value.

With the writing on the wall, attitudes among the larger banks towards their subsidiaries are changing rapidly. Is Bankasi this summer has sold 40 per cent stakes in two of its subsidiaries and is believed to be considering further sales.

Other banks are stepping up sales of real estate. For several years now, several banks have used property sales as a way of bolstering their balance sheets and disguising operating losses.

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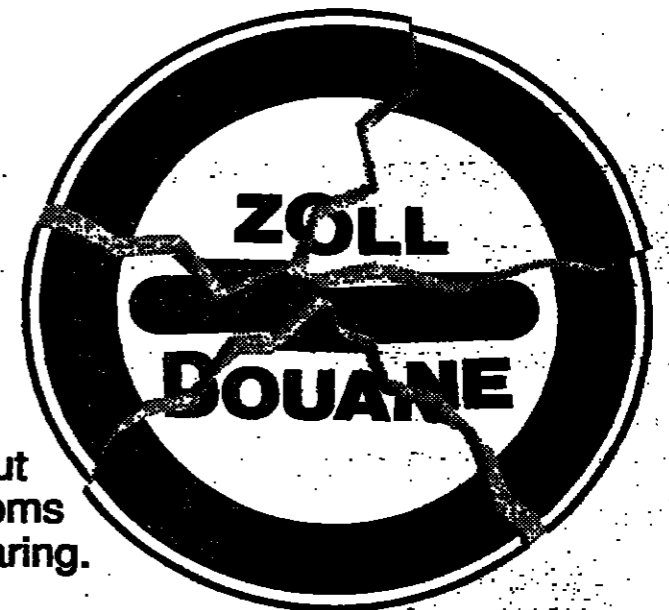
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TURKISH BANKING AND INDUSTRY 7

A modest high-flyer



Mr Ercan Kumcu, deputy governor of the Central Bank, emphasises balance sheet health and hygiene.

Banking personality profile: Ercan KUMCU, deputy governor of the central bank.

LIKE many of the young men brought in to staff higher echelons in the state financial sector, Mr Ercan Kumcu returned from US academia in 1985 to assist in turning state finances around. In November 1988, he was appointed to his present post. At 34, he is a modest high-flyer, writes Jim Bodge.

"Things look very good for inflation as far as the central bank's balance sheet is concerned," says Mr Kumcu. "It has all the ingredients necessary to fight it. Our problem now is breaking public expectations of inflation, which most generates it."

The balance sheet is looking as good this year as it ever has. Credit to the public sector is minimal - the Treasury is a net payer to the central bank, rather than a drain. The increase in the central bank's assets comes rather from a net

increase in foreign assets this year (to November 10) of TL4.3 bn, or around \$2bn-2.5bn.

On the other hand, in net domestic assets of public and private-sector banking, the interest is only around 12.7 per cent. As a result, the 38 per cent increase is a lot less than inflation this year (to end-October) of around 78 per cent.

"So we're basically printing more money, backed by foreign exchange," says Mr Kumcu.

Because of the slowdown in the rate of increase in the balance sheet, the less-liquid portion of the balance sheet is flowing into the more-liquid portion, or reserve money, the part which has the power to create money in the economy through the money-multiplier. Looking at the foreign assets increase, and lending to the public and private sectors, the central bank has much better restraint over credit expansion to the banking sector.

"Next year, we're going to be in even better shape, because

of our power to control our money stock," says Mr Kumcu.

On the other hand, it is very difficult to control currency in circulation, which has increased rapidly this year, he says. Far better to attempt to control it in the context of either reserve money, or the central bank's money stock.

The central bank has least influence on the public sector borrowing requirement (PSBR), because, by law, it cannot refuse public sector borrowing demands. This year, credits are at a minus-10 per cent to the treasury, and negative by 50 per cent to state economic enterprises. "So the Treasury's behaviour as far as the central bank goes is simply superb," says Mr Kumcu.

PSBR is very important, he admits - but, underlying that, is the Treasury's ability to choose for its borrowing between the central bank and the markets. This year, encouragingly, it has been able to go to the latter.



Istanbul's miniscule exchange bounced back from the doldrums last year - but will foreign investors take the boom further?

Istanbul Stock Exchange

Big rise in volume

AFTER two years in the doldrums, with trading depressed and price-rises negligible, Istanbul's tiny stock exchange soared this autumn. In September, the index reached almost five times the level of a couple of months earlier, and was more than 50 per cent above the previous high of August 1987. More important, for a new market struggling to reach a viable level of activity, volume was up dramatically at TL30bn a day, compared with only TL300m earlier this year.

This steady rise was sparked off by a decision in August to open the market to foreign investment. Foreign investors were permitted to repatriate profits from share-dealing, and no longer needed permission to buy shares in Turkish companies, provided they did not gain management control.

Investors specialising in emerging markets decided this was the time to strike, and foreigners are now thought to account for about 15 per cent of the market.

At the same time, several local factors came into play, not least an expectation that the market would rise with an influx of foreign cash. Further, the yield on bank deposits fell to below the rate of inflation, as did that on commercial paper, and the stock-market began to be seen as the one instrument capable of beating inflation, now running at about 65 per cent a year.

With both foreign and Turkish investors seeing stocks as undervalued, the release of

pent-up demand into a thin market (the market is more than a hundred times smaller than London's), sent share prices soaring. The index rose from around 700 in August to a peak of 1,900 in September. Since then, it has eased back to around 1,650 with profit-taking, and because of political uncertainty surrounding the elevation of Mr Turgut Ozal to the presidency and the appointment of a new prime minister. Volume, too, has fallen back to about TL15bn a day.

But, as the political situation stabilises with the appointment of a new government, demand from both foreign and local investors is expected to continue to outstrip supply and to maintain upward pressure on prices.

There is no doubt that the boom has fuelled excitement among Istanbul investors. So much so that, earlier this month, the stock exchange had to limit the numbers admitted to the trading floor. Even so, crowds gather daily in the street outside the exchange, to watch the price displays of leading stocks and to discuss the latest movements.

Despite this interest, Turkey has a long way to go to achieve the level of investor interest seen in more advanced countries. One problem is that tax deters institutions from buying shares. Earnings from government bonds are free of tax, while those from other investments are subject to corporation tax at 48 per cent.

"That is stopping all types of

institutions investing," says Mr Melih Sensoy, assistant general manager of the stock market. "When that changes, you will really see an explosion in the market. I believe the tax law will change, but when you cannot tell."

It is hardly surprising then, that, of 30 mutual funds or unit trusts in Turkey, only one is in equities. Equally unsurprising, this one fund is this year's top performer - showing a 154 per cent rise, and prompting others to consider adding some equities to their portfolios.

Hitherto, mutual funds have fought shy of the Istanbul exchange. They fear that the volatility of a market where prices can rise and fall by 10 per cent a day will frighten off an unsophisticated public, used to seeing a steady but dull return on their money.

Education of the public is seen as a key to the stimulation of investor interest. Brokers complain that clients know little about the workings of a stock-market, sometimes confusing bonds with equities, and usually looking very short term. The answer, many feel, is a regular television programme on the stock-market, but this has yet to materialise.

If investors have yet to learn about the stock-market, this is even more true of businessmen. Most Turkish companies are family-owned, and only a tiny proportion of their equity is publicly-traded. Of the 50 companies whose shares are traded on the senior exchange,

Continued on Page 8

More foreign banking institutions in Turkey

Profitable opportunities

THERE WAS a time, a few years ago, when a round of visits to the foreign banks in Istanbul could be accommodated comfortably in a day - with plenty of time left over for a leisurely lunch, watching huge Soviet freighters steam up the Bosphorus, or a visit to one of the city's evocative Ottoman treasures.

Today, there are 25 foreign institutions operating in Turkey, their presence in itself a mark of how things have changed in the financial sector under the liberal economic policies of Mr Turgut Ozal. Prime Minister from late 1983 until his recent step up to the Presidency.

"My biggest concern," says a foreign banker in Istanbul, "is whether [Mr Ozal's ruling] Motherland party will stay together and, if not, what will be the fall-out. Economics and politics are so intertwined in this market that economic stability is directly reliant on political stability."

However, most foreign banks seem happy enough that the broad economic path established in this decade will continue to be followed despite political ructions in Ankara, and their chief day-to-day worries concern the vagaries of the market they work in and the regulatory conditions that apply to them.

To take the latter first, there is a long-standing grouse among the foreign banks that they operate on an uneven playing-field. The chief cause of irritation is the lending limits they face because of the capital provisions they must comply with. A bank's loanbook in Turkey cannot be more than double its own funds. It cannot lend more than 10 per cent of its equity to one company, or more than 25 per cent in one transaction.

These provisions are meant as a default protection. But as foreign bank branches have a relatively small capital base - and local laws do not take into account the guarantee of the parent bank overseas - foreign bankers complain that their lending ability is unnecessarily and unfairly restricted, especially as their main business is trade finance. The issue is compounded by the depreciation of their lira capital base by high inflation. Local banks are allowed to revalue their fixed assets each year, but foreign banks cannot.

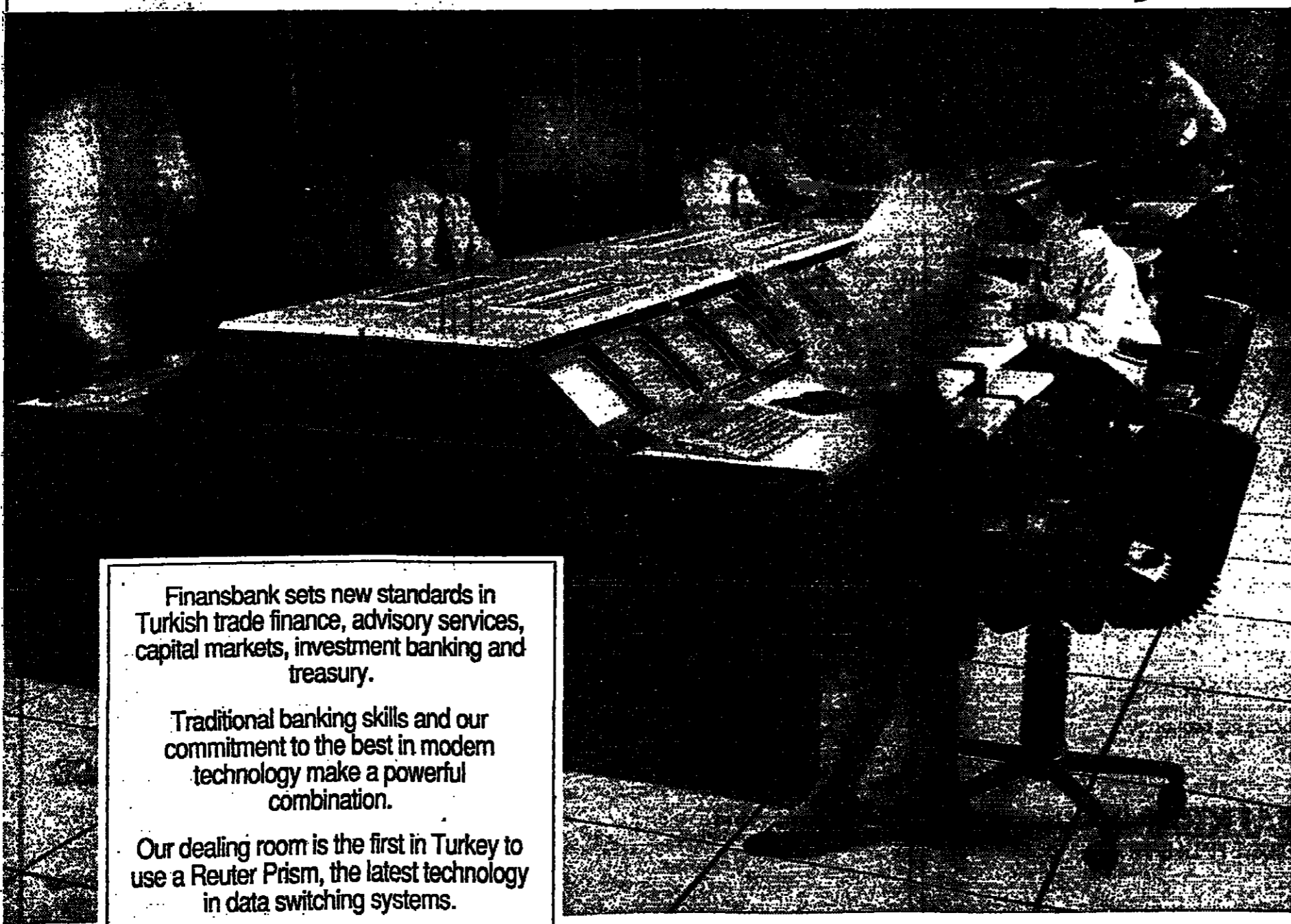
A recent compromise offered to the authorities, that foreign banks should be allowed to revalue their original capital input at current exchange rates, was turned down. "We were virtually told to re-capitalise," said one banker.

Another recent bone of contention is the introduction of a 10 per cent withholding tax on interbank deals. As the inter-bank market is the main source of funds for the foreign banks, which do not have the big deposit base of their local competitors, they are particularly peeved by the tax. The central bank is also unhappy, but the Treasury has refused to back off, even though it is reckoned that the measure will only raise a paltry TL200m a year.

Despite these issues - and despite Turkey's being, in the words of another foreigner in Istanbul "insanely over-banked" - foreign bankers admit with a grin that they do make good money. Their staple has been in extending trade finance and working capital to big Turkish corporations and multinationals operating locally, as well as playing the local money markets.

Bankers say opportunities frequently arise from the market's characteristic volatility, with interest rates, for example, fluctuating wildly. Skilled operators - and foreign banks have, up to now, tended to have an edge on skill over their local rivals - can take advantage of short-term gaps. "If you are fast on your feet, you can make a lot of money before margins narrow again," says a middle-eastern banker.

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TURKISH BANKING AND INDUSTRY 8

INSURANCE SECTOR

Wide reforms are planned

INSURANCE IN Turkey is a market on the threshold of fundamental reform and expansion, such as the banking sector passed through in the early 1980s - and one which foreign penetration will most probably spearhead, too.

But, so far, the industry is hidebound by fixed rates and diffident public attitudes, which it hopes will soon be addressed by new legislation. The Government's aim is free competition between the 22 insurance companies, until now strait-jacketed by archaic schedules of fixed premiums and options. Total premium intake for the industry in 1988 was TL575bn (\$287.5m), in a country with a population of about 55m - perhaps a slightly over-optimistic official projection is that the reforms will propel premium income tenfold in two years.

Public disinterest means that Turkey ranks very low on the international scales of per capita premium expenditure, of around \$6-to-\$8 per head in 1988. Excluding Greece, the nearest country is Italy, but it has a premium of \$94 per head - whereas Switzerland is at the top of the scale, with around \$2,500.

Some people put this down to a fatalistic mentality among Turks, inherent in Islam. But others say that, if that were true, insurance would do equally badly in other countries with large Muslim populations. The lack of demand is rather due to poverty of choice - and outmoded premium structures, ill-suited to a population that lacks a broad middle class.

Insurance companies are hindered not by the regulatory environment, but by operating conditions - inflation, coupled with the traditional habits and preferences of companies and people, says Mr Güngör Uras, vice president of the executive board of Abşgorta, insurance subsidiary of the Sabanci Group - "when even the largest companies don't want to insure, how can you expect the ordinary person to do so?" he asks.

Because rates are fixed, insurance companies can compete only in the terms they

offer. Although, officially, terms should not be more than six months, in effect, collection can even stretch over 18 months for some smaller and less reputable firms. That means that companies are often only operating on paper cash-flows and profits - not banked premiums. At end 1988, 45 per cent of insurance premiums were overdue.

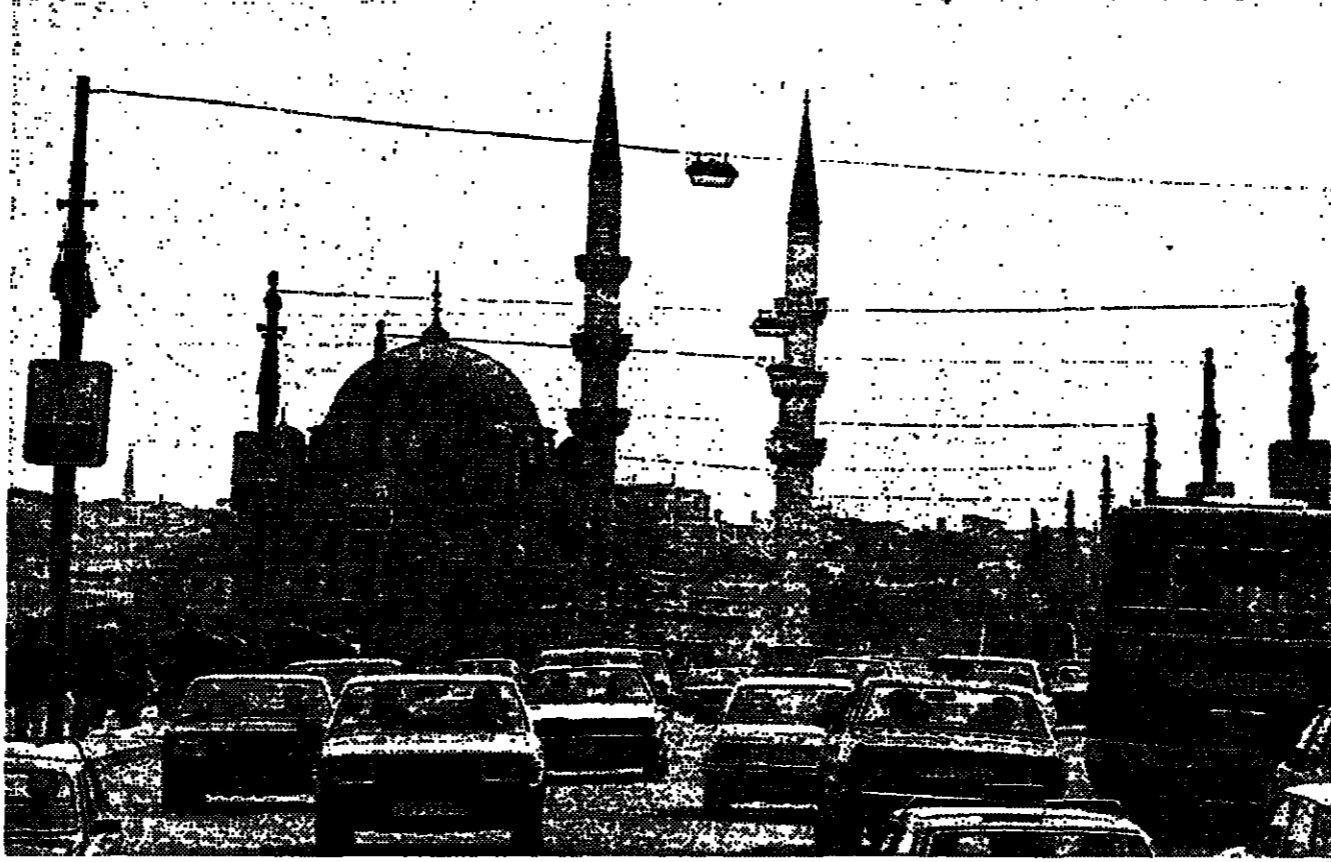
Although technical results for insurance companies are touted by some as highly profitable, the underlying reality, given the difficulties of premium collection, is somewhat less promising. General overheads are deducted, says Mr Uras.

Earnings from life insurance, too, are eroded by the paper work and computer space involved in monthly collections. Taking this into account, life is not profitable - rich people don't need to take out life, and the poor can't afford the premium.

Motor-vehicle cover is the largest millstone around the insurance industry's neck. The sector hampers the more profitable operations of others, like fire, life and marine. Only if a company specialises in life can it refuse to offer *kaza* (general accident) cover, which includes motor vehicles - and most agents will not sell broker for a company unless *kaza* is on the menu. For cars, for example, there are two broad categories, with no graduations in between: basic third-party *trafik* cover, and *kasko* fully comprehensive.

The cover limits for *trafik* are out of proportion to the premium. For TL15,000 annually, the payout for death can be up to TL5m per individual, and up to TL15m in all. Similarly, personal injury individually has a ceiling of TL2.5m, a total of TL12.5m. On Turkey's crowded and macho highways, it is estimated that roughly one person dies every hour, often in horrendous crashes.

Cash flows are also undermined by fixed premiums, quickly outstripped by inflation; car repairs, for example, can be far more expensive than the total premium in the case of prestige vehicles like Mercedes; and even the actual



Vehicles through the Galata Bridge in Istanbul: car insurance is a loss-making business in Turkey, but law reforms could soon bring changes. Foreign insurance companies already have an eager foot in the door.

worth of a car for old, locally manufactured, models.

But the profits are considerable for other areas. According to one company, for example, it manages a 10 per cent profit on fire, and a 31.5 per cent profit on marine. But *kaza* returns a loss of around 10 per cent.

The insurance sector could be a strong boost to the capital markets - the Istanbul stock exchange, particularly, lacks a strong institutional anchor. Hedge funds, for example, are at the disposal of pension funds, but mainly they invest in government securities or bonds.

"In Europe, insurance companies even invest in banks," says Mr Zekeriyâ Yildirim, chairman of the new Franco-Turkish joint venture, AGF-Garanti Sigorta. "Here, on the contrary, banks invest in insurance companies."

The Treasury is drawing up an overhaul of the law relating to insurance companies. In pursuit of a more efficient industry through profits competition, the tariff system will be freed. At the same time, third-party compulsory insurance beyond *kaza* may be introduced as, for example, for factories and products, as it

has already been for inter-city bus services.

"We will bring in western-style insurance," says Mr Selçuk Demiralp, general-director of the banking and foreign exchange department of the treasury. For example, motor insurance companies, for the first time, will be able to offer a table of no-claims bonuses.

Foreign investment in the industry is already increasing,

with several important joint ventures formed over the past 18 months. One is AGF-Sigorta, which started operations recently. "We're here because we believe we now have the possibility of expanding in an under-developed insurance sector," says its general manager, Mr Yann Dujeardin. "We're aiming at 4 to 5 per cent of the market in five years' time."

"It's been excellent," says Mr

Don Lyall, deputy managing director of Commercial Union Sigorta, a joint venture between the local Finansbank and the UK's Commercial Union, which will be a year old next month. The joint venture concentrates on corporate insurance. "We would reckon on amortising our investment in about two years' time."

Whether private dealer, lowly runner, or boy, the codewords are the same: "çerek," or quarter, refers to the D-Mark; "tam" (full) is the dollar; "tralle" (queen) is sterling; "çikolata" (chocolate) is

greater than other emerging markets, because of the size of its population (55m), and because he believes its leading companies will eventually have to go public - although there is no sign yet of this happening. After that, the market would be big enough to attract serious foreign investment.

Mr Sukru Tekbas, head of the Capital Markets Commission, says that, each year, the supervisory body is bringing in something new to develop the market. He points to the recent introduction of a requirement that companies provide audited reports, and a new law now in parliament, covering the description of new issues and bringing non-voting shares.

"You come to my counter, I'll charge you a fee. My overheads are much higher. Tahkale doesn't have to shoulder these. It doesn't pay tax. Why does the Government allow that? Why are we permitted to open a foreign exchange window that's out of control?"

Jim Bodgener

Thomas Goltz describes the currency black market

Brisk business

AS THEY jump and shout and thrust their fingers in the air, the knots of men seem almost threatening to the casual tourist on the fringes of Istanbul's Grand Bazaar.

Some of them are elderly, others are only youths, but most are young adventurers with a taste for big money.

"Çerek, çerek - Makarna, makarna - Tam, tam - Çikolata, çikolata," goes their weird refrain, unintelligible even in Turkish unless one is an initiate.

These are not beggars or fouts, but seasoned veterans of Turkey's semi-legal currency black-market. Tahkale - named after the district of Istanbul in which it is centred.

Although they may look scruffy, hundreds of thousands of dollars pass through their hands every day. One estimate is that they handle a third of Turkey's over-the-counter foreign exchange dealing.

"These are the runners," said Pepel (Vehbi), a private dealer, whose main interest is in the relatively small flow of tourist dollars and Deutsche Marks. "The big boys keep their heads low in dummy store fronts in the area. Any time you see a gold shop with no gold in the window, that's where the big money is."

Whether private dealer, lowly runner, or boy, the codewords are the same: "çerek," or quarter, refers to the D-Mark; "tam" (full) is the dollar; "tralle" (queen) is sterling; "çikolata" (chocolate) is

the Swiss franc, and "makarna" (macaroni) is the Italian Lira, which sees a surprising volume of trade.

In stark contrast to the Istanbul Stock Exchange, on the far side of the Golden Horn, with its floor of colour-coded dealers, Tahkale's brokers still roam the narrow streets around the Kiliclar Kapali, or Sword Makers' Gate, of the bazaar. The hordes of dealers shift, according to the presence of the police, who break up the trading sessions when they present an obstacle to pedestrian traffic.

"We have to move them on perhaps 50 times a day," said a police officer in the area. "But our concern is because they block the street, not because of the trade in currencies."

What will happen to Tahkale in the light of recent moves by the Government to make the Lira more freely convertible is debatable. The liberalisation of gold-trading in the spring by the introduction of a central bank gold-dealing room, has effectively destroyed speculation in the yellow metal. This has driven former dealers to try their luck on futures at the exchange, helping to sustain a first-hand market in stocks and shares.

The early word is that the currency dealers in the streets of Tahkale will not only survive, but thrive.

"We work on fractions of percentage points, while the banks work on fixed commissions," said İhsa, who entered the market a year ago with a trading capital of about 100,000. "Until there is real full convertibility, we will be in business, and after that - well, we too will move to the exchange."

At least one foreign banker regards Tahkale as an unhealthy parasite on the economy - made worse by the convertibility moves. "What the Government has done in many respects, is almost to legitimise the black market," he says.

"You come to my counter, I'll charge you a fee. My overheads are much higher. Tahkale doesn't have to shoulder these. It doesn't pay tax. Why does the Government allow that? Why are we permitted to open a foreign exchange window that's out of control?"

Tony Thacker

Exchange volumes

market. But there is a psychological barrier. They don't want to be accountable. They will have to change their way of thinking, and that will take time." He thinks more companies may open up if owners see they are not losing control by selling a minority of the stock.

A new regulation allowing the creation of non-voting stock may also alleviate their worries. Businessmen need to be educated, too, he says: for example, some believe they can only sell their shares at nominal, rather than market, prices; and they need to understand that the stock-market can provide them with liquidity.

Tax incentives (public companies pay only 30 per cent corporation tax) have so far failed to prise shares from private hands. But the Government has one major card it can play. Turkey's huge privatisation programme offers the prospect of releasing shares in many state-owned companies to the public. So far, only 20 per cent of one company - telecom equipment-maker Teletas - has been sold on the stock-market, with another 18 per cent earmarked for sale. Instead, the Government has had to turn to block sales of shares in state companies to private investors, as the stock-market is too small to absorb a large

privatisation. The recent growth in the stock-market, though, may enable more sales to the public.

Without an increase in the supply of stock, Mr Sensoy fears an unhealthy growth in share prices. "Rises will be because of supply and demand, not on the value behind these securities. It could soon turn into a gambling casino if demand keeps on increasing and there is no more supply."

Nevertheless, he believes the Istanbul market has great potential. This autumn's upsurge in trading revealed the limitations of the exchange's board-trading system, and the decision has been taken to introduce a computerised system next year. Simply bringing in the capacity to allow stock orders to be processed efficiently is expected to bring a big rise in volume. There are plans, too, to open a second exchange at the Aegean port of Izmir, Turkey's third city.

The Istanbul market has also yet to see market-makers emerge, although one leading broker, Turkinvest, is making a market in five or six of the most heavily traded stocks.

Mr Oktay Sen, of Turkinvest, sees the development of the stock-market as a "mission" for the Turkish economy. He believes Turkey's potential is

VENEZUELA

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TURKISH BANKING AND INDUSTRY 9

FOREIGN INVESTMENT

Encouraging signs

FOREIGN investment has continued to increase despite internal political and economic uncertainty and the hiatus caused by presidential elections.

Based on current trends, actual foreign investment will grow to \$650-800m, compared with \$400m in 1988, according to Dr Ibrahim Cakir, the chief economist of the State Planning Organisation (SPO) in the State Planning Organisation.

"So far, my figures show foreign investors are not waiting for political developments," he says. "In the composition of the new cabinet, they can find reassurance that nothing will change to worry them."

The trend will continue upwards next year based on an expected increase in the volume of applications approved by the SPO to \$1.2bn in 1989 compared with \$820m last year.

External investment in Turkey has been minuscule by world standards, and in comparison with other emerging economies, like Thailand or Singapore. However, the world is over-liquid, and if inflation can be curbed, the early 1990s could see a flood of fresh capital into Turkey, underpinning President Turgut Ozal's vision of the country as a major trading and industrial power in the twenty-first century.

That would stretch Mr Cakir's grin even further, if such a thing were possible. From a mining engineering background with a doctoral degree in hydro-metallurgy obtained at Birmingham University in the 1970s, and a stint in Libya, he has since 1986 been with the one-stop foreign investment department (FID) established in 1986 in the State Planning Organisation to cut away the red tape that previously surrounded the otherwise liberal law 6234 on foreign investment passed in the 1950s. He was appointed its director in early 1988. As with the FID's former chief, Mr Namik Kemal Kilit, now treasury head, few senior foreign businessmen and investors come away from Turkey without having enjoyed Dr Cakir's banter.

A factor in many of the new investors' decisions has undoubtedly been the fact that Turkey is on the threshold of a Single Europe, whether or not its application for full EC membership is approved.

However, diplomatic circles in Ankara caution that Turkey's foreign investment prospects may be dimmed by the political changes sweeping through Eastern Europe. If these prove durable, then the flood of investment funds could by-pass Turkey to econ-

omies where advanced technology and highly-skilled and motivated workforces already exist.

One hard-pressed reason for preferring Turkey is that after several years in high inflation, many Turkish companies are open to infusions of capital - quite simply, are 'going cheap'. It is plainly a good time to purchase a stake in a Turkish company which on the one hand has an established market share, yet on the other faces cashflow difficulties that are due to high inflation rather than managerial or product deficiencies.

Many foreign investors see great potential in Turkey's rapidly growing population, with its increasing consumer preference for brand names. Equally important for Turkish partners has been the prospect of transfers of technology, and of management and marketing skills.

By country, of the \$650m in approved investment permits this year, the UK led with \$219m. Switzerland follows

with \$129m, then the US with \$102m, and Japan with \$60m. Although the actual UK inflows over the period amounted to only about \$30m, this raised the aggregate foreign investment from the UK by 21 per cent to a total of around \$170m.

So far, despite many inward missions, Japanese investors have yet to establish a significant bridgehead in the Turkish market from which to expand, although they are prominent in hi-fi electronic joint ventures. The Japanese figure mainly relates to investment by Bridgestone in tyre-maker Lassa according to an equity and investment deal reached with the plant's holding company, the Sabanci Group, last year. Which Bridgestone Corporation bought 36 per cent of Lassa and also announced plans to invest \$170m in the company.

It might seem that the Japanese profile will be much larger once a deal is concluded with a consortium led by

state-owned Electric Power Development Company (EPDK) to construct a \$80m thermal power station at Allaga near Izmir on the "build-operate-transfer" (BOT) model. However, Japanese officials privately admit that the considerable Japanese credits towards the cost are a way of recycling Japan's trade surplus as pledged in 1987.

Nevertheless, BOT equity inflows will be substantial this year if contracts are finally concluded for the Allaga plant and for the \$430m first stage of the Ankara metro with a Canadian led-group.

The existing joint venture car manufacturers in Turkey are highly sensitive to the Japanese threat. One executive even went so far recently as to warn that Japanese investment in the auto industry might prove a stumbling block for Turkey's full EC membership application.

Talks have proceeded intermittently between Japan's Toyota and the Sabanci group

about joint car production in Turkey, but the joint venture negotiations were recently delayed again by downward revisions of duties on imported cars.

However, interest has picked up recently from European manufacturers, according to Dr Cakir. The US's General Motors started construction in the summer of a complex to produce automotive spares and upholstery, and also to assemble around 10,000 Vectra cars a year from October 1990.

The Vectra is currently produced by Opel in West Germany. Also studying the Turkish market in tandem are Peugeot and Citroen, perhaps for a plant manufacturing both makes of car. Volkswagen has also looked at Turkey, says Dr Cakir.

He says the pattern emerging from all these investments is one of re-orientation of European plants in Europe by companies eager to take advantage of Turkey's low labour



Ibrahim Cakir, director, foreign investment department of the State Planning Organisation; selling Turkey to the world.

costs. The tendency is towards bulk components production. The aim is no longer one of maximising local content, but rather of achieving a comfortable degree of integration, which also boosts exports.

However, he challenges fears expressed by others that Turkey will be relegated through this process as a second rate partner, its technology always

one step behind: "In order to have a hi-tech car, you have to have hi-tech components," he says brightly. "Companies have to produce high quality and competitive components in Turkey to send back to assembly plants in Europe. If the overall product is to meet European standards."

Jim Bodgener

INDUSTRY

New moves to boost efficiency

TURKISH INDUSTRY is smarting badly from a series of stinging measures in the second half of the year aimed at prodding efficiency and competitiveness to levels compatible with the European Community.

"We're facing low demand, high interest rates, and high inflation," says Ms Gulser Sabanci, general manager of tyre cordmaker Kordas. "People who can shift production and sales to exports are able to survive better, but there is a limit to how much you can export."

Interest rates are high, but companies probably suffer more from hikes in labour and fuel costs, she adds. On the other hand, exporters too have been hit by withdrawal of export tax rebate incentives, and the slowdown in the lira's depreciation underpinned by a convertibility package introduced in August. A series of sweeping tariff reductions in late summer and early autumn aroused

howls of protest from industry lobbies, which claimed the cuts had caught out manufacturers struggling with slack demand and high operating costs.

Taking remaining levies like development fund charges into consideration, raw materials are taxed up to 10 per cent, intermediate goods between 10-30 per cent, and most finished goods still are protected by upwards of 50 per cent.

The tariff reductions and convertibility package were fine in principle, but badly timed, according to Professor Erdogan Altin, a senior adviser to the big business lobby, the Turkish Businessmen's and Industrialists' Association (TUSIAD) and head of the economics department in Istanbul University. "I strongly believe you cannot defend protectionism, but you have to plan properly, and make industry ready for competition," says Ms Sabanci. "They have done it upside down, and made industry suffer."



Turkey is increasingly attractive to manufacturers of electronic goods and components, seeking access both to a growing domestic market and exports to neighbouring countries. In general, industry is not pessimistic, but would like to see policies promoting investment and production - there is a general lack of confidence, say analysts.

However, these complaints are probably accounted for by the dominance in business lobbies of large groups originally founded on import-substitution, particularly those heavily exposed in sectors like cars

and white goods. Other manufacturers, often smaller intermediate manufacturers, have welcomed the measures, seeing no threat in them.

Officials say the manufacturers even of white goods and cars have little cause for complaint. For too long they have pegged their prices unrealistically a little below imported goods, and the lack of competition has had a deleterious effect on quality and production efficiency.

If Turkey is ever to join the EC, cutting import duties and promoting competition will be a fundamental step towards integration, as provided for in Turkey's 1963 association agreement, add the officials. Moreover, state economic enterprises, which account for the output of most domestic raw materials, now have little or no protection: "After that, why should we protect the private sector?" asks Mr Yalcini Burcak, deputy treasury and foreign trade undersecretary.

The car industry can survive at the present level of protection of around 35 per cent, but not any lower, says Nejat Emirli, general secretary of the Automotive Industry Association. It has been helped by a surge in demand in the autumn prompted by middle class bureaucrats and businessmen seeking a better investment return than falling bank deposit interest rates. Some small consolation for industry has been accompanying anti-dumping legislation aimed particularly at East European and Far Eastern suppliers, according to officials. Hungary, Taiwan and China appear to be prime culprits.

Industry is also up in arms against draft tax legislation which would withdraw the interest relief previously allowable against corporation tax on working capital borrowing, though that on investment credit remains. Many Turkish companies, after more than eight years of high inflation, are extensively leveraged, which if the amendment became law, would mean distressing erosion of their capital bases. And high borrowing costs are set to continue into 1990 - there is a break-even limit for banks as to how far interest rates can fall below the rate of inflation, despite the pressure of over-liquidity.

The problem of high interest rates strikes a company once in operations, not during the investment period, says Ms Sabanci. It is then that the cost of rolling over credit to buy in raw materials and semi-finished products increases on short-term working capital. The Finance & Customs Minister Ekrem Pakdemirli backed down in late October by pledging a review of the new legislation.

Jim Bodgener

PRIVATISATION

A critical phase

IF YOU want to see a striking example of privatisation in action in Turkey, duck down a precipitous side-street off Istanbul's bustling Cumburkuyut Cadessi, turn left into an unremarkable looking building and take the small-paced lift up to the offices of Usas.

There you will find, amid the heavy wooden panelling and portraits of Ataturk favoured by the old regime, Mr Tom Hertel and his team from SAS Service Partner, the Scandinavian airline's big catering subsidiary, getting to grips with their task of running what was until this autumn Turkey's state-owned airline and airport caterer.

With his slick English - and Turkish - version videotapes on SAS corporate strategy and his breezy Danish informality, Mr Hertel could hardly strike a greater contrast with the traditional four bureaucracy of Turkey's huge state industrial sector. His plans to re-vamp,

re-train, expand and generally transform Usas are only just beginning, but just the change in ambience gives an immediate feel of what the Government wants to achieve through its ambitious privatisation programme. Was that really a spring in the step of the fellow who brought in the obligatory Turkish coffee?

In fact, the privatisation effort, a central plank of the liberal economic policies of Mr Turgut Ozal since he became Prime Minister in 1983, may be entering its most critical phase.

Out of the 40 State Economic Enterprises, which together account for more than half of Turkey's productive capacity, shares in only a small number of companies have been privatised so far, most of them small in size. The three most significant were the public flotation on the still-nascent Istanbul stock exchange of 23 per cent of Teletas, a telecommunica-

tions company, the sale of a 70 per cent stake in Usas to SAS for \$14.5m and the disposal of five local cement factories to SCF of France.

The last deal was the biggest so far, SCF paying \$105m for virtually the entire equity of the cement companies, with undertakings to invest a further \$70m in them and sell back a 40 per cent share through a public offer within five years. However, the SCF deal pointed up some of the obstacles facing the Government as it moves on to tackle the more significant and much bigger state companies.

Because of the risks involved in big offerings on the recently active, but shallow, local stock exchange, the Government decided initially to dispose of the cement companies in one chunk to SCF. Despite the condition attached to float off 40 per cent later, the arrangement drew sharp political opposition

Continued on page 10

Advertisement for Ormo, Oran, and Ompa yarns. Text: "Over 40 years of experience have made us 'The Expert' in the yarn business. Leader in handknitting yarns. Leader in machine knitting yarns. We are proudly serving 5 continents." Includes a logo and a ball of yarn.

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TURKISH BANKING AND INDUSTRY 10

DEFENCE INDUSTRY

Ambitious \$10bn plan

THE TURKISH Government will next month make up its mind on a large chunk of its ambitious \$10bn scheme to develop its own defence industry - a scheme that promises to put the country into the second division of the world arms industry.

Given that its defence industry at present consists of a state munitions organisation, a company making military radios, and the production of F-16 fighters, the scheme represents a giant leap forward.

The programme, drawn up by the Defence Industry Development Administration (Dida), includes production in Turkey of armoured combat vehicles, modern wireless systems, electronic systems for the F-16s, multiple-launch rocket systems, air defence missiles, mobile radar, light transport aircraft, helicopters, fire control systems for anti-aircraft guns, training aircraft and mine launchers.

Yet, four years after its launch, Dida has so far got only one project - for armoured combat vehicles - to the stage where contracts have been signed.

Nevertheless, there is confidence that the programme can succeed, with all 11 projects in production by 1992, and have important spin-offs for development of the Turkish economy.

Each project involves setting up a joint venture between an American or European defence company and a Turkish company, either an existing one or a newly-formed company.

In addition to saving the cost of importing defence equipment, the scheme includes important offset deals, promises the transfer of valuable technical and managerial skills to Turkey, and offers the prospect of developing new export markets.

The Dida project originated in the need for Turkey's 500,000-strong army, the second largest in Nato, to modernise its equipment to bring it into line with its alliance partners. Until recently, it relied on handouts of old US or German equipment, or bought supplies from abroad helped by US aid or credits.

In 1983, came a forerunner of the Dida programme with the formation of a joint venture to make F-16 fighters in Turkey between General Dynamics

and Tusas Aerospace Industries. These are now being produced at a new plant near Ankara.

Dida itself was formed in 1985. It is financed by tax revenues of \$600m a year placed in a special fund, the Defence Industry Support Fund, which is separate from the main government budget and protected from any cutbacks.

In 10 years, the fund should reach \$1bn - enough to pay for the planned programme, though Dida can also draw on the main defence budget or take up soft credits when available. At first, it was difficult to convince foreign companies that Turkey was no longer interested in purchasing equipment.



Guard of Honour at the Dolmabahçe Palace, Istanbul

ment. It wanted joint ventures, technology transfer and offset deals, says Mr Vahit Erdem, Dida's president.

"I think this message is now understood, but still we have problems," he says. Mostly they [foreign companies] are looking short term, and we are thinking long term. He believes the first foreign companies to set up in Turkey will be strongly placed to win subsequent contracts, especially in the important electronics field.

The programme has prompted fierce competition among foreign defence companies, with the traditional links between the Turkish army and US and West German manufacturers being challenged by other European producers. At stake is a share in meeting Turkey's large defence need and access to cheap manufacturing labour.

Those that succeed are not only offering the most modern equipment demanded by the Turkish military, but also sat-

isfying the civilians at Dida who are looking at financial and commercial considerations, too.

Mr Erdem sees Dida having considerable impact on Turkish development, helping to develop high-tech industry with civil as well as military applications, and bringing in higher standards of engineering, management, quality control and industrial security. He rejects the criticism that the projects are taking a long time to negotiate.

"To us, it seems fast, not slow," he says. "Dida is new."

Dida's first project, for armoured vehicles, was held up by difficulties over financing. Even now, the subcontractors for the four remain unsettled while Dida evaluates proposals from four foreign companies.

Mr Sinasi Buyuklu, of Turkish construction company Nurol, which has partnered FMC of the US in the project, says: "As soon as this is settled, the programme can proceed. But we expect similar issues to arise because the government has the right to change the specification. But these are not insurmountable problems."

As the first in the field, and with little experience in the defence industry, the project has been a difficult one for Nurol. But Mr Buyuklu believes the Dida concept is successful, providing greater continuity and commercial input than the previous defence procurement methods controlled by the military.

One existing defence contractor that stands to benefit considerably from the Dida programme is Aselsan, an elec-

tronics company owned by the Turkish Army Foundation (a trust fund set up by public subscription in the wake of the Cyprus invasion). It makes radios and other military equipment, is a sub-contractor to Dornier, in Nato's Stinger missile project, and also produces civil electronic products.

Aselsan has an involvement, either as a potential partner or potential sub-contractor, in no fewer than six of the Dida projects. It has links with many foreign companies, and has found itself simultaneously co-operating and competing with the same foreign company in different Dida projects.

For Aselsan vice president, Mr Ayhan Gercekler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but for design and testing, we need help from experienced people."

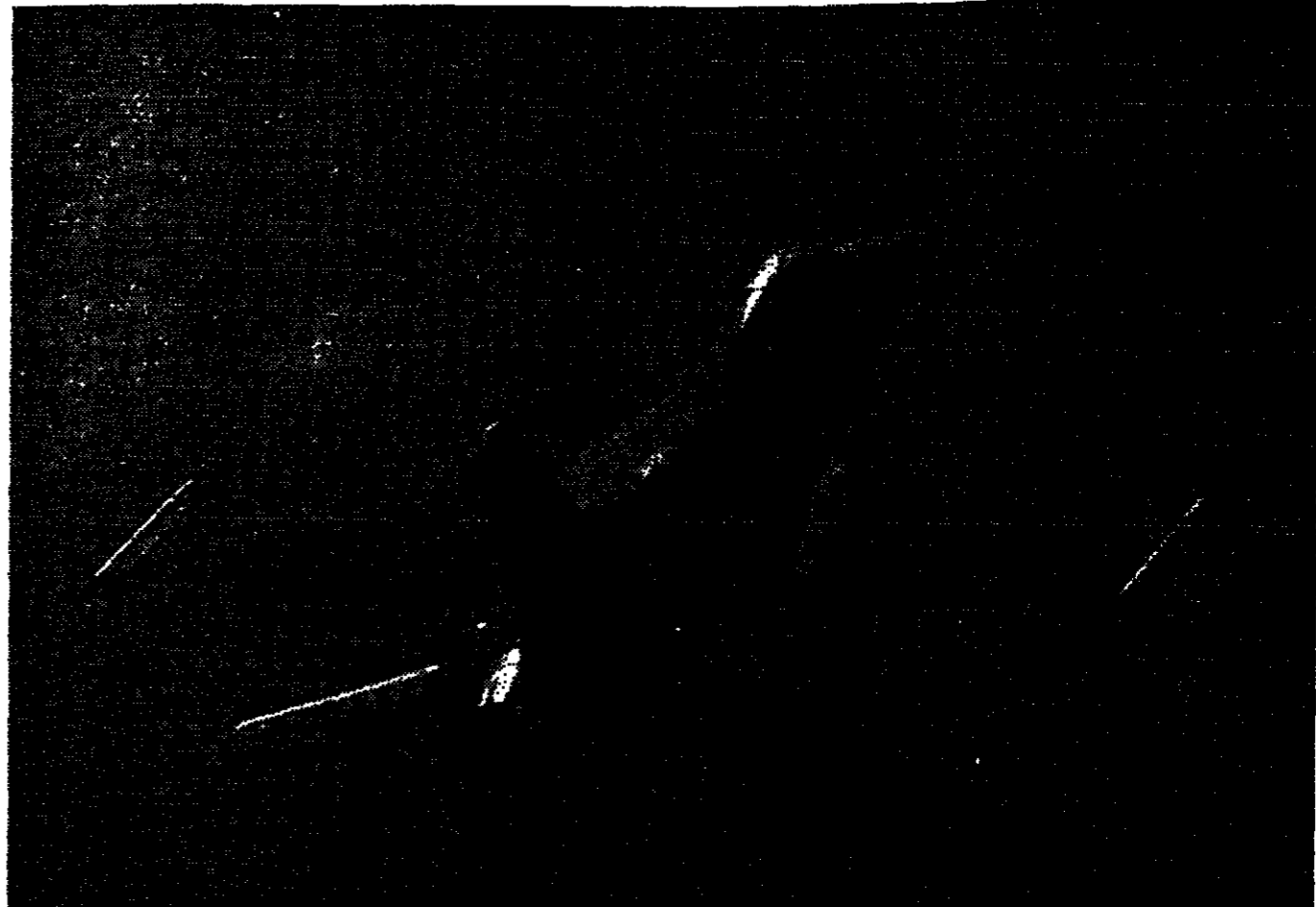
British companies have had mixed success in winning Dida contracts. Marconi has secured the \$160m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vesper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes: is defence the best industry in which to invest?

Tony Huckle



Aircraft production is in full flow near Ankara under licence from General Dynamics of the US of the F-16 fighter - fast becoming a symbol of technological prowess throughout Turkey

Munitions group may move into missile production

Radical change of course

MKEK, Turkey's state-owned munitions and small arms enterprise, is waiting to be repositioned.

After more than a century and half of being little more than a branch of the Turkish army, the company is envisaging a radical change of course. Not only is it in line for eventual privatisation, but it wants to extend its activities into missile production and, in the process, team up with a foreign

partner - "we are opening our gates to any potential foreign collaboration," says Mr Adnan Ignebekçili, chairman of the Ankara-based enterprise. "We are looking for partners. It could be anything from technical collaboration right up to a joint venture."

"We have asked foreign companies to come here and generate ideas."

This is change indeed for Turkey's biggest and oldest defence company. Founded in 1827 as a military factory for the Ottoman army, it was run directly by the army until 1960 when it passed to civilian management. Even today, though, army officers check and test products at its plants.

About half the company's \$30m turnover is composed of civil products, mostly machinery and machine tools. But the close links with the army have meant the enterprise has not always been able to function on commercial lines. It has been obliged to meet the needs of the Turkish army as a priority over export sales (which comprise 10 per cent of turnover) and its profit levels have been set by the government.

Now it has plans for restructuring on a much more commercial footing. The civil and military divisions are to be separated and reorganised with a holding company and subsidiaries. In the short term, a five-year modernisation programme for the small arms and ammunition works has been prepared.

In the long-term, MKEK wants to expand vastly its involvement with missile production. It already has a stake in Rocketsan, which makes rocket fuel and parts for Stinger and other missiles.

But for the future it needs a partner. Mr Ignebekçili believes the company needs to prepare for the growing common defence market in Europe where small companies cannot carry the burden of technical innovation. "We cannot close our eyes to what is happening."

Hugh Carnegie

Privatisation

Continued from page 8: that privatisation was, in reality, "foreignisation" - a knock-down sale of prized national assets.

Although the main opposition parties to Mr Ozal's Motherland Party - the Social Democrats and the conservative True Path Party - are not in principle against privatisation, they have become stridently opposed to the way the ruling party is going about it, backed by the belief that public opinion is on their side. In a period of flux, with the Government changes precipitated by Mr Ozal's new elevation to the Presidency and the Motherland Party's ratings in the polls at a dismal level, even officials involved in the programme acknowledge that progress is likely to be slowed.

The cry of foreignisation is a hard one for the Government to combat because serious investors so often appear as the only realistic customers. "Capital has no nationality," counters a senior official, trying to keep the privatisation momentum going. "And that's what we lack. Capital is the most important factor missing in Turkey. If we believe in integrating with the EC - which everyone does - we've got to do it (attract foreign buyers)."

Press reports say that the block sales to foreigners may be bedevilled because of the controversy surrounding the sale of productive state assets to foreign interests. Instead, according to these reports, the MHPA has mooted a scheme whereby only Turkish companies or groups of companies as leaders, perhaps with foreign minority partners, can purchase such chunks of equity.

As disposable capital is scarce in Turkish industry, instead the Turkish purchasers could swap equity in their companies instead, which afterwards would be sold off by the MHPA, thus broadening the public ownership of industry as always, desired by the government.

Foreigners will certainly be central to the successful disposal of the four enterprises which now sit at the top of the Government's privatisation list. Probably the first to go will be Turban, operator of 16 hotels/holiday resorts, four choice marinas and some other facilities. Turkey's recent tourism boom should make Turban an attractive proposition, especially as it occupies the less populated 3-4 star range of accommodation, although there may be complications over the ownership of many of its sites.

The highly diverse Sumerbank group, spanning banking, retailing, textiles, leather goods and many other sectors, is also considered a good privatisation candidate. It is almost certain to be split up and local investors should get their bite at the cherry. A potential political hitch, though, lies in its traditional social role as a provider of

local jobs and services around the country.

Probably more of a challenge are two big industrial companies, Petkim, the monopoly petrochemicals enterprise, and Ereğli Iron and Steel. Both make money at the moment but require heavy investment programmes. The nature of their businesses inevitably points to the need for international partners - which privatisation opponents would attack as foreignisation.

The strategic element of Petkim means that there is especial sensitivity over what proportion of the state's 100 per cent shareholding is sold. Nor is it feasible simply to remove its monopoly rights, as was done in the case of Usas. A regulatory framework will be needed, something not done before in Turkey.

Tony Huckle

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TURKISH BANKING AND INDUSTRY 11

Profile: Şişe-Cam

Export success for glass producer

NO ONE has heard of Şişe-Cam. Even in the glass industry, the company is known by its old name, Paşabaşı. Yet this is Europe's fourth largest glass producer, and one of the few Turkish companies to have a significant ranking in global terms.

Mr Mehmet Kara, group finance manager of Şişe-Cam (Turkish Glassworks), attributes this success to the company taking a fundamentally different approach in the 1980s. While other Turkish companies were sheltering inefficiently behind tariff barriers, Şişe-Cam (pronounced Sheeshay-Jam) decided on a more dynamic course.

In 1980, Turkey was not exporting any industrial products. We did then what Ozal has been trying to make other companies do in the 1980s," he says. Şişe-Cam then invested in the long-term, bought the best technology, adopted modern management methods, spent heavily on research and development, and went all out for exports (having already sewn up the Turkish market).

"To compete with foreign companies we have to do things like they do," says Mr Kara. This approach continues. Şişe-Cam is in the middle of a huge \$450m investment programme, doubling its float glass capacity to 400,000 tonnes a year and substantially increasing output of tableware.

By 1991, total glassmaking capacity will have risen by a third to more than 1m tonnes. The float glass expansion is being carried out with the help of UK glass producer Pilkington, which has supplied equipment and expertise. Şişe-Cam has been licensed for more than a decade to produce glass by Pilkington's float method. Finance for the expansion is being provided by the International Finance Corporation, the hard loan arm of the World Bank, and from internally generated funds.

Almost all the new capacity will be devoted to exports. The company exports to 65 countries, mostly in Europe, although it regards the Middle East and North Africa as its "own backyard" where there is no rival producer of comparable quality.

Despite the prospect of a period of slower growth in the European market for flat glass, and competition from other new plants coming on stream, Mr Kara is confident Şişe-Cam will be able to sell its extra output. Present capacity is unable to meet demand, he says, and he points to the Turkish company's advantages of low labour costs and integrated production. Unlike most other glass companies, Şişe-Cam is both vertically and horizontally integrated, making virtually every kind of glass as well as producing all its inputs such as soda ash and other chemicals. This enables the company to control input costs.

In tableware products, Şişe-Cam believes it has a big opportunity. Here labour costs are a significant part of total costs and, with its sizeable home market, Şişe-Cam can achieve economies of scale.

He believes, too, there will be a recovery of demand in Europe for glass containers as environmental concerns weigh against the plastic bottles and packaging which have captured part of the containers market in recent years.

The company has a virtual monopoly in Turkey. It was founded by the big banking group, Türkiye İ Bankası, in 1985 on the orders of Kemal Atatürk, the father of modern Turkey, in his drive to create a westernised, industrial country. Production of flat glass began in 1981.

Despite the reduction in import tariffs from around 100 per cent 10 years ago to 5-10 per cent today, the company has no fears of losing its dominant position in Turkey. So far no major foreign glass producers have tried to take on Şişe-Cam on its home ground. But cheap imports from the Eastern bloc, especially Romania, have irked the Turkish company — "the prices they charge are impossible," says Mr Kara. And even though the Romanian quality is poor and their products have yet to capture much of the market, he says Şişe-Cam may consider laying a complaint under Turkey's recently introduced anti-dumping legislation.

Tony Huckle

Cotton prices have soared, says David Barchard

Turning point for textiles



The textiles sector, for long the motor behind Turkey's export drive, now faces the problem of rising costs and increasingly outdated production plant

THE TEXTILES industry has been Turkey's star performer in international markets for over a decade. In the last three years alone, Turkey's annual earnings from textile exports have surged from \$1.85bn to \$3.2bn. Turkey is well entrenched as the main outside supplier of textile products to the European Community and Turkish exporters have made steady inroads into markets further afield, such as the US and Canada.

This year, however, could be a turning point. For most of the 1980s, Turkey's textile exporters have been the beneficiaries of a combination of policies designed to stimulate foreign trade. Though subsidies to exporters (important in the first half of the decade) have been almost entirely phased out, the main prop driving exporters — steady devaluation of the Turkish Lira — remained in place from January 1980 until last May.

Since then, the TL has been marking time against international currencies or even appreciating them. Turkish cotton prices, on the other hand, have soared to 30 per cent above world levels. As a result, Turkish textile companies, long used to selling only to foreign markets, are starting to fatten up their domestic order books.

"We are now planning to sell about 30 per cent of our production to the domestic market," says Mr Halil Bezman, chief executive of Mensucat Santral, an Istanbul-based producer of interlinings. "This gloomy observation is in contrast to Orta Anadolu in Central Anatolia produced woven cotton fabrics for the Turkish village market. Mr Babaoğlu, a manager at Gazioğlu-Karamançıl, an Istanbul trading group, spotted its potential and persuaded his employers to buy the plant and back an injection of \$56m in fresh capital.

Werner, the Brussels-based textile consultancy group, was brought into advise on strategy. Orta Anadolu switched production to denim for the jeans industry, targeted six main customer opportunities in Western Europe; struck an alliance with a German group which acted as its introducer in new markets, helping guar-

antee quality. By 1986, Orta Anadolu was back in the black and last year it made what are said to have been handsome (though undisclosed) profits. Mr Babaoğlu is not very optimistic about the future, however, appearing to think that economic policy in Turkey is now basically responding to internal political priorities. He warns that things are likely to get worse.

Investment needs "To be able to keep up in international textile markets, you have to make huge investments. There is a constant need to invest more than our competitors in the developed countries. Now the profits are no longer there and once the profits are not there, the investment is not there," he says.

"For a few years you will not see any real decline in Turkish textile exports, but gradually the equipment in Turkish plants will become outdated and cease to be competitive. The cost of production here is already higher than it is in Italy," says Mr Babaoğlu.

To understand the bleak tone of textile industry leaders like Mr Bezman and Mr Babaoğlu, it is necessary to remember that state-of-the-art enterprises like theirs are by no means typical of the Turkish textile sector as a whole. Much of the industry still consists of inefficient small-scale companies directed towards the local

market. Even among those companies which tried to modernise their production in the 1970s and 1980s, there are a good number which are badly managed and find it difficult to stay in the black.

However, at Söğüt in south-western Turkey, Mr Muharrem Kayhan, the managing director is less pessimistic. He says: "We will not allow short-term currency concerns to divert us from our main goals. In this day and age, domestic and foreign markets, especially in our sector, are basically one big whole. The Turkish private sector has by now achieved a level of dynamism which enables it to adapt to changing conditions."

Söğüt expects to earn about \$23m in exports of cotton yarn and cloth this year. At the other end of the market, however, the garment sector has been hard hit by changes. Turkey, with its low labour costs and proximity to Western Europe, has obvious potential to become a major international supplier of ready-wear. Inflation is, however, pushing up labour costs fastest in this part of the textiles industry.

However, interest by foreign investors in the Turkish textiles sector is growing. Last year Döfuss-Mieg Compagnie (DMC) of France took a 50 per cent stake, for a price believed to be around \$30m. In Bozkurt, the textiles arm of Koc, one of Turkey's two main industrial conglomerates,

The Profilo industrial group

Battling hard with inflation

LIKE MANY Turkish companies, Profilo, an industrial group producing household appliances, electronic goods and building materials, is finding that living with 70 per cent a year inflation is tough.

For Profilo, this has meant rising costs, stagnant sales, falling profits and financing problems. Four years ago, sales stood at \$510m and profits at \$31m. Today, sales have hardly risen at \$520m, but profits are down to \$22m.

"Inflation is our biggest problem," says Mr Jak Kamhi, Profilo's president and the creator of one of Turkey's biggest industrial holding companies. "We have a lot of losses, because of inflation and the devaluation of the lira. It is not so easy, but we are defending ourselves."

His Istanbul-based empire of 26 companies, with a workforce of 8,000, makes half of Turkey's refrigerators, a third of its washing machines and a fifth of its cookers. In electronics, the company's products range from televisions and video recorders to cash registers and calculators, made under licence from companies like Sony and Olivetti. Profilo aims at vertical integration, producing many of the materials for its products, such as copper wire and thermostats.

But, with price rises eroding the purchasing power of consumers, sales have suffered. Nor is it easy to provide credit to consumers to boost sales. In Turkey, there are no consumer finance houses, and only manufacturers provide credit. But, with bank loans costing 100 per cent a year, Profilo is hard pressed to meet its own capital needs. And while inflation is wearing down the value of its working capital, rising input costs mean more is needed.

One answer has been to resort to rights issues among its 1,000 or so private shareholders. (A majority of the shares are held by Mr Kamhi's family.) But the company still has to pay through the nose for bank finance, or to service corporate bonds.

Profilo is reacting to these pressures by tightening financial controls, through rationalisation, and by seeking an injection of capital from for-

ign partners. Earlier this year, AEG of West Germany, one of a number of the big-name western companies which have licensing agreements with Profilo, paid \$30m for a 20 per cent stake in the company's home appliances division, with an option to increase its holding.

Negotiations are also in train with Thomson for a \$20m injection from the French electronics company, and a deal is expected to be concluded before the end of the year.

If Mr Kamhi has any regrets at ceding part of his company to foreign control, he shows no sign of it. His son, Cefil, works in the business. But Mr Kamhi says: "A company cannot stay under the control of one family. The takeover will be by whoever can take it over."

An ardent supporter of Turkey's application to join the European Community, he sees the future of his business in Europe. "We are making these joint ventures with big multinationals in Europe in order to share with them the opportunities for tomorrow and to get into foreign markets," he says.

Profilo needs the technology that AEG and Thomson can provide, and in return can offer labour costs that are one-eighth of those of western Europe.

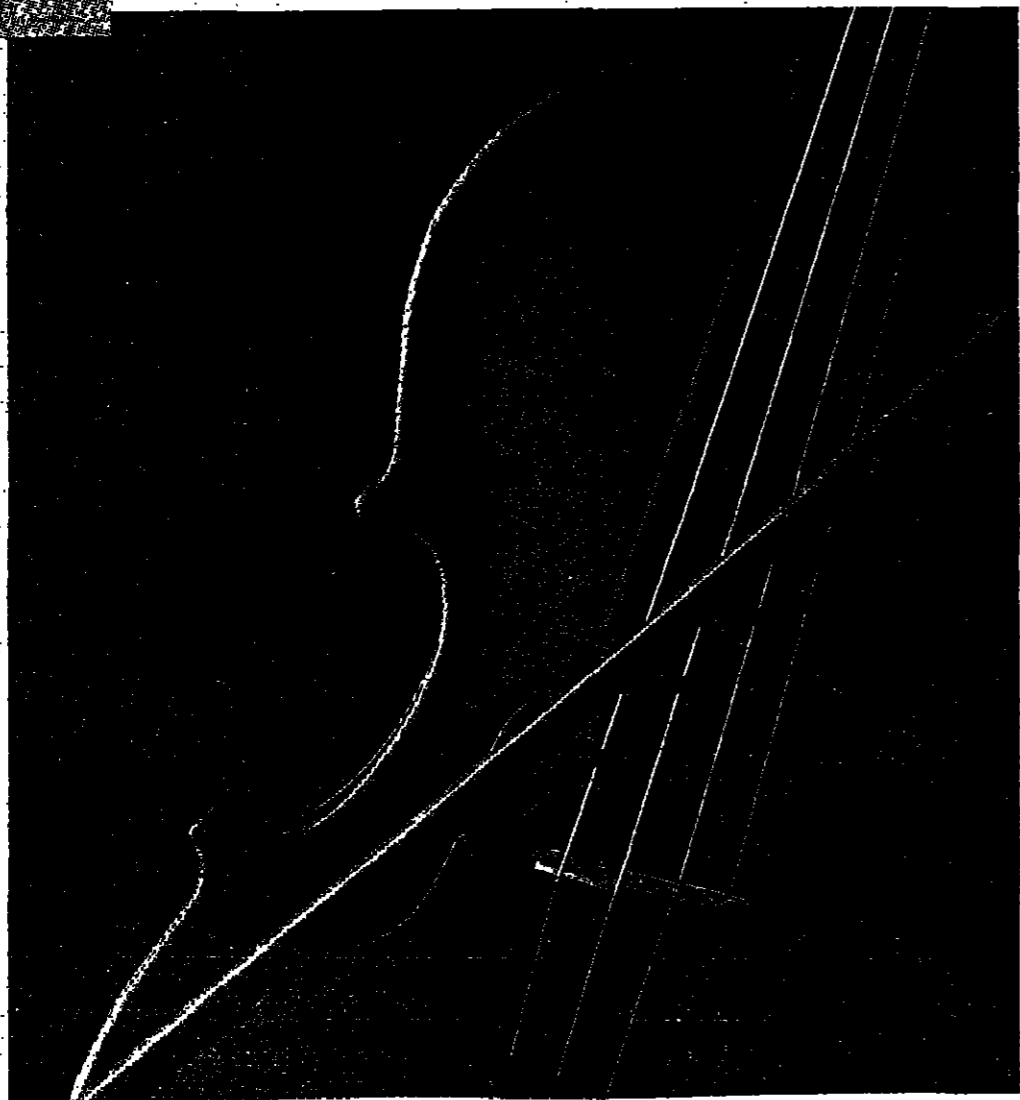
Like many Turkish businessmen, Mr Kamhi is anxious that the EC commit itself to a date for Turkey's accession to the Community.

Profilo has come a long way since the early 1950s, when, as a young man, Jak Kamhi decided he could manufacture steel roof profiles in Turkey rather than import them. Over the years, he has had to contend with shortages of foreign currency, labour problems, and liberalisation of imports. Import duties have been further reduced in recent months, bringing protests from industrialists struggling with high interest rates and slack demand.

Yet Mr Kamhi insists that Profilo can compete with importers, as it does with Turkish rivals. But he fears that reducing the levels of protection may discourage foreign investment.

Tony Huckle

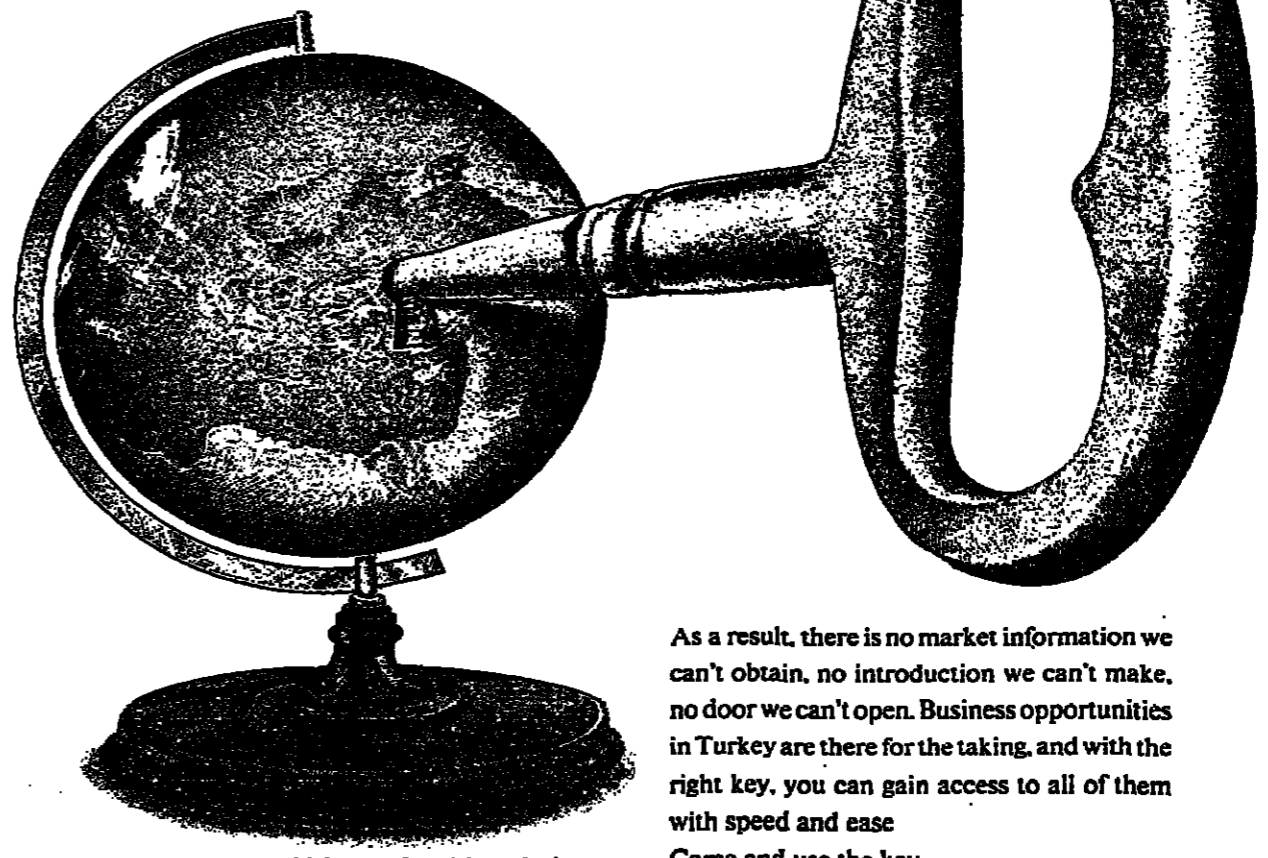
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